

Proposal for:

Town of Acton

**COMPREHENSIVE COMMUNITY PLAN
PHASE 2 – BUILDING THE PLAN**

Technical Proposal

Submitted to:

Town of Acton
Town Hall
472 Main Street
Acton, MA 01720

Submitted by:

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September 5, 2008

A. Cover Letter

5 September 2008

Mr. Stephen Ledoux
Town Manager
Town of Acton
472 Main Street
Acton, MA 01729

Re: Proposal for the Town of Acton Comprehensive Community Plan
Phase 2 – Building the Plan

Dear Mr. Ledoux:

Planners Collaborative offers the attached proposal to extend our partnership with the Town of Acton in the proposed effort to build a Comprehensive Community Plan that will be of sustaining value to the Town's decision-making over the next 10 to 15 years

A program of vigorous public outreach, when carried out in a way that provokes lively discussions on key issues, is the sole biggest factor in attracting the level of public awareness that is so essential to building a successful Community Plan. Planners Collaborative believes that tackling this challenge before the plan development process begins in earnest is the "right" way to do community planning, and we have been pleased to work with the Town on the public outreach and visioning in Phase 1 of the project.

To complete this effort, the Collaborative is pleased to assign substantially the same senior staff which has worked with the Town on the public outreach effort. **Jim Purdy** will serve as our Project Manager. Jim, who participated significantly in a support role in the Public Outreach effort, is a multi-talented planner who will bring to the project his 30 years of strategic planning experience in project management, urban planning, facilities planning, transportation planning, and environment assessment. **Daphne Politis**, a superbly qualified planner who led the Phase 1 public outreach effort will continue as the task manager for community outreach and Deputy Project Manager. Of significance to this project, Daphne is a seasoned expert in translating the results of the public process into concrete information that is directly applicable in the development of plan recommendations.

The project team we are proposing comprises senior staff at Planners Collaborative plus Daphne and three senior project advisors. Tom Groux, a seasoned public administrator who acts as an independent consultant, will participate in the governance element. Martha Lyon, the principal of Martha Lyon Landscape Architecture, LLC is an expert on heritage landscapes and will provide input to the cultural resources element. Ronald Ruth of Sherin and Lodgen LLP is a land use attorney who will advise on zoning and other regulatory matters. Daphne Politis will provide her services in Phase 2 through her own practice, Community Circle.

As President of the firm, I have full authority to conclude, on behalf of the Planners Collaborative, Inc., any negotiations that may be required for the proposed project. My address and telephone number are found below. In addition, I wish to convey my personal commitment that the proposed Community Comprehensive Plan will receive the full attention and support of our corporate resources, talents and energies. Our proposed project team looks forward to the opportunity to meet with you and the citizens of Acton to discuss our proposal in more detail.

Very truly yours,

PLANNERS COLLABORATIVE, INC.



Joseph Brevard
President
jb@thecollaborative.com

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C. Consultant's Mission Statement

C. Mission Statement

The Collaborative Mission

The mission of the Collaborative is summed up in the words “*Change for Good.*®” The Collaborative comprises three practice areas: planning, design, and communications. The Collaborative is a Boston-based consulting firm with 80 professionals and support staff in offices in Massachusetts, California, and Washington, DC. Our multi-disciplinary staff has earned a strong reputation for excellence in all areas of our practice, which is geared to helping communities and organizations make change—by uniting people and ideas, solutions and results, and hope and action.

Planners Collaborative is the planning practice area of the firm. As planners, we help create visions that build sustainable and thriving communities that are welcoming, dynamic, accessible, environmentally friendly, and economically livable. We specialize in planning that addresses the relationship between transportation, environment, and community development.

Design Collaborative is the design practice area of the firm. As designers, we transform visions from concept to physical reality. We do this through graphic design, exhibit design and landscape architecture.

Communications Collaborative is the communications practice area of the firm. As 5-time Emmy Award-winning communications professionals, we help our clients tell stories—stories rich with images, feelings and ideas. Our aim is to capture the imagination and inspire action.

The spirit of collaboration is the principle that guides us. It helps us to understand, and address, the changing needs of our clients. Whether the product is a new park, a master plan, a communications campaign, or a solution to a challenging technical problem, we draw from the depth and range of our award-winning staff to produce innovative, practical, timely and economical results.

D. Statement of Project Understanding and Approach

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We will broaden and deepen the understanding gained in Phase 1 through continued, focused outreach in Phase 2 and through technical analysis of the data. We will also do further analysis of the Phase 1 survey results. Bringing the inventory and technical analysis into the outreach process is what we call “community conversations” on the key issues. Planners Collaborative’s team will use our multi-disciplinary experience and knowledge of state-of-the-art community planning to suggest strategies for grappling with the issues and identifying actions that move Acton toward meeting your goals and realizing your vision.

Our Phase 1 work illustrates our approach and our commitment to a vibrant and effective community conversation that includes all Actonians. We will continue with this approach to refine, validate, and finalize the vision and goals as we go forward. At the same time we will employ a strategic planning approach to clarify issues, identify opportunities and constraints, suggest alternative actions to address issues, help the Town to evaluate and visualize the outcomes of these actions, and weave the best alternatives into a coherent implementation plan. The resulting Plan will be documented in a clearly written and well-illustrated report that the average person can comprehend and will enjoy reading. An effective Plan is more than a document on a shelf: we will produce a guide to public decision-making by Town Boards, Town Staff, and Town Meeting.

Our Understanding of Acton’s Issues and Core Values

A host of issues and values was identified through the Phase 1 process. Although we intend to widen the conversation as much as possible in Phase 2 and to validate our understanding through further analysis of the Phase 1 surveys and additional Phase 2 surveys, there seems to be more consensus on the basic points than differences of opinion among the many Actonians who attended workshops and responded to surveys. Those issues and values revolve around preserving Acton’s rural character, open space, and historic heritage; addressing growth to insure that it is sustainable and compatible with those values; connecting the villages and neighborhoods; creating places for community gathering; and fostering compatible development that will help support community life and a tax base that will fund an excellent array of schools and other town facilities and services. Our understanding is reflected in the Phase 1 Report, which will be revised as necessary to fully reflect the comments of the reviewers.

Our Approach

Planning is complicated. A Master Plan is a decision-making tool that must also meet the guidelines of MGL Chapter 40, Section 81D. The 1998 Plan Update did this and was a high quality document, but its success was hampered by too many actions without a clear set of priorities, and division into the 81D elements. We aim in Phase 2 to keep the “big picture” uppermost so that people can see where each issue, alternative, and proposed action fits into it.

An example is enhancing village centers, which involves land use, economic development, design guidelines, preservation of cultural resources, ways to get to the village center, and ways to circulate within it. Addressing all of these interrelated aspects requires a coherent strategy that might be called “sustainability.” Preserving rural character involves acquiring, protecting, and managing open space, which in turn involves land use controls, budgeting land acquisition and

upkeep, which affects the overall fiscal picture and town resource needs in both the capital spending and operating budgets. Resolving all these issues to meet the goals is the job of the master plan, and that requires tradeoffs, setting priorities, and potentially improving Town governance to facilitate decision making.

More is said in the proposed scope of work about each of the above points, but the basic approach is to integrate the issues and recommendations into a coherent whole (potentially through the sustainability element) and to make the implementation element reflect a coherent set of priorities. The other master plan elements will provide more background on the issues and explain how the implementation plan affects future land use, transportation, etc. The element on town services and facilities will be expanded to address the issues set forth in the RFP, and a governance element will play a key role in structuring the implementation plan.

Continued Outreach, Education, and Community Conversations. Our approach to community outreach is embodied in the collaborative process of Phase 1. In Phase 2 we will continue that process but focus it on the discussion of information and options needed to create a master plan. The process will include “background briefings” (public education) on the planning process and issues.

Inventory and Analysis. Our experience in all kinds of master planning (including comprehensive community plans, area plans, institutional plans, transportation plans, etc.) is that an inventory and analysis of key data is essential as a means to insight about key facts and conclusions that illuminate the issues. We will not only assemble the data but also find the key facts in the data and bring them into the development of the plan.

Visualizing the Outcomes. Good plans help people to visualize the outcomes of potential actions. We have the advantage of the Town’s partnership with Tufts University, with its state-of-the-art Center for Scientific Visualization. Planners Collaborative’s assigned staff includes a LEED®-accredited architect and landscape architect, Dave Walsh. We will make the most of the Tufts collaboration to address how growth management and design review can best be used.

Priorities and Tradeoffs. We have done many plans to guide public and private decision-making for which making tradeoffs between available resources and setting priorities is essential. We will bring this perspective to Acton and use the community conversations and public education to move up a shared learning curve and toward an effective level of consensus.

In summary, our own core values are to work with communities to make choices that will be successfully implemented to advance the community’s vision and goals. The proposed scope of services expands on the points of this section of the proposal.

E. Scope of Services

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The Planners Collaborative Team (Planners Team) proposes to prepare a Master Plan that results in an effective a planning and decision-making process for recognizing and resolving the various development issues that face the Town of Acton. We will use the best available planning standards and principles and apply our knowledge of funding sources and programs for plan implementation.

Our proposed methodology for the preparation of Acton’s Master Plan has several steps that lead from the preliminary vision and goals established in the Phase 1 process to a validated set of vision, goals, and action plan, as follows:

1. Create a framework that fosters engagement of all members of the community in what we call “Community Conversations.” The key parts of the framework are a continued community process and ongoing public education about the subjects needed to fully participate in the community conversations, beginning with sustainability (see discussion below under task 1).
2. Prepare an inventory and analysis of the traditional master plan categories plus governance to provide needed information.
3. Use the analysis to identify opportunities, challenges, and potential actions.
4. Evaluate the outcomes of the potential actions through computer visualization and analysis.
5. Work toward consensus through the community conversations to an overall strategy and prioritized set of action recommendations (the implementation plan).
6. Validate the preliminary vision and goals and the recommended actions through surveys/polls and public meetings, and revise as necessary.
7. Prepare a final narrative using an overall theme (such as sustainability) to unite the plan into a coherent whole.

Strategic Planning

The methodology is an example of “strategic planning,” customized to fit the particular needs of the Acton Phase 2 Master Plan. In fact, we at Planners Collaborative believe that all plans should be strategic: that is, they should be based on clear goals and objectives, include an analysis of opportunities and constraints, consider a structured set of alternative actions (generally with screening from a long list to a short list), evaluate the costs and benefits of the actions, and create a prioritized set of recommendations that is budgetarily constrained.

Schedule and Milestones

This methodology is illustrated in the accompanying flow-chart (Exhibit 1) and the proposed project schedule (Exhibit 2, fold-out). As shown in these figures, the primary tasks are sequential, except for Task 1, Community Outreach, which continues throughout the project. Within Task 2, Inventory and Analysis, work will be concurrent in all master plan elements.

Milestones for Tasks 2 – 7 are generally the public workshop or meeting following the task bar in the schedule. Dates for each task are provisional on the assumed start date for October 1, 2008; adjustments may be needed in the schedule to accommodate holiday periods when it is not appropriate to conduct public meetings.

Exhibit 3, Proposed Staff Hours, is a matrix that breaks down the effort by team member and by task and subtask. Except for Daphne Politis, hours for meetings are included in Tasks 2 – 7; Task 1 hours for other staff are associated with planning and producing graphics and other materials for the meetings.

Task 1: Develop a Framework for Community Conversations on the Master Plan

1.1 *Continuing Outreach to Residents, Businesses, and Town Boards and Committees*

We will develop an Community Outreach Plan for Phase II that will be continue the intensive outreach of Phase I, that will continue to engage residents who do not usually participate in town affairs, and that will instill interest, inspire enthusiasm, serve to increase public awareness on a number of relevant topics, and that will eventually generate a sense of ownership of the plan's recommended actions and initiatives because citizens will have provided their informed input, they will have understood the plan's recommendations and will therefore support their implementation.

Phase I of the Comprehensive Community Plan initiated a community conversation with residents, businesses and town government regarding the future of the Town. This communication was conducted in both conventional ways (e.g., meetings) as well as by providing alternatives to attending meetings (e.g., by responding to a mail survey, a comment board, etc.). We conducted targeted outreach to members of the community who do not regularly participate and/or who have a particular experience of the Town (e.g., ethnic groups, Rotary Club, seniors). We have identified what worked well for getting residents to meetings (e.g., flyers in school backpacks and disseminating information at the transfer station) and we have developed relationships with key individuals such as the Editor of the Beacon and "leaders" in the various ethnic communities in Acton. We believe this prior work and experience in conducting outreach in Acton gives us a tremendous advantage in continuing to outreach, especially given the Town's interest in continuing to conduct extensive and comprehensive outreach.

We will identify which stakeholders have tended to participate less and reach out to them. Together we will determine the best use of the project resources to provide a wide range of participation modes offering variety in the degree and ways in which people can provide their input.

We propose to hold six widely publicized public meetings. For each meeting we propose that there be a background briefing on a particular relevant topic as the opening segment to the meeting, followed by an interactive workshop format with multiple opportunities for public input. While the exact schedule and specific agendas for the meetings are subject to discussion

by the Steering Committee and the Planning Department, we propose a preliminary schedule (see Exhibit 2) and the following thoughts on a preliminary agenda for the meetings:

Public Meeting/ Workshop	Suggested Topic(s)	Background Briefing
#1	Verification of Vision Statement & Goals & Objectives	Sustainability
#2	Presentation of Inventory & Analysis <ul style="list-style-type: none">• Identification of main issues• Implications of findings	What is A Master Plan, land use law, town's resources & related constraints, etc.
#3	Presentation of Preliminary Recommendations <ul style="list-style-type: none">• Discussion of advantages & disadvantages of potential responses	Discussion of precedents (responses to similar issues in other communities)
#4	Presentation of Refined Recommendations <ul style="list-style-type: none">• Prioritization of action steps for phasing purposes (timing)	Discussion of possibilities, constraints of the law, fiscal constraints, funding sources, etc.
#5	Review Implementation Plan <ul style="list-style-type: none">• Prioritization exercise using budgetary constraints as way of prioritizing• Review of action steps, responsible parties, phasing, and funding sources if relevant	Feasibility, Phasing & implications of planning choices
#6	Present Final Plan <ul style="list-style-type: none">• Ask for final input	Presentation of Next Steps – how to implement, formation of Master Plan Implementation Committee, etc.

Publicity. We will use methods that we learned worked well in Phase I including the banners and streetlight pole flags, newspaper ads, flyer distribution and posters in public places. We will explore additional uses of cable TV such as creating a TV “show” by asking people “on the street” to respond to questions regarding Acton and its future, thus attracting attention to the comprehensive community plan process.

Town Government. We propose to follow up the Roundtable Discussions held in Phase I with Town Department Heads and Town Boards, Committees, and Commissions with two additional

meetings where we propose to discuss priorities and costs and town governance (among other topics).

Youth Participation. We propose to continue to engage the youth of Acton in the planning process. Their response to Phase I was enthusiastic and impressive. We would like to provide them with additional opportunities to participate in the process and to provide us with their input. We will work closely with teachers and school administrators in order to ensure that their participation is meaningful. We also are excited by the possibility of connecting interested Acton students with Tufts University where they can learn about ways of exploring virtual realities and other visualization techniques.

We will hold monthly meetings with the **Steering Committee** to review work completed and the results of the public meetings. We will also post written materials on the town's **project website** that will summarize the planning process, and the results of public meetings on the plan, and offer each viewer a chance to provide comments on the materials and the content of the plan.

The outcome of the planning process will be heavily influenced by the experience gained in the public participation process. We have experience in conflict resolution, and consensus building in suburban communities such as Acton. We have used a combination of surveys, public meetings, group and individual exercises and consensus forming techniques in past projects, to gain the agreements necessary to produce plans that receive wide community approval. It is our goal that the plans we put so much work into have widespread use, support and relevance. It is for this reason that we are committed to a broad and inclusive public participation process and the active involvement of neighborhood residents, businesses and town government. We promote and sustain a high level of participation in a number of ways including by widely publicizing public meetings, using a variety of methods to publicize (e.g., newspaper, cable TV, banners, etc.) and by engaging the youth in the community.

1.2 Educational Activities on the Essentials of Town Planning

The RFP emphasizes the importance of the outreach process as a series of opportunities for education. We will incorporate educational segments (which we call “background briefings”) in each of the public workshops in units that relate to the questions about which we are inviting the participants to get engaged. For example, we propose to cover key features of land use law prior to discussing growth management and design review and to present the fundamentals of municipal budgets before discussing recommendations for facilities and services. The educational presentations and Q&A will be designed to address key aspects of the workshop topics in a brief and interesting way so that no more time is used for this purpose than necessary; 20 minutes is a suggested time slot. Suggested topics for the briefings are shown in the table above. An example of such a background briefing is described below in Task 2.9, Sustainability.

We believe the first educational opportunity should be part of a workshop to reach a common understanding of what sustainability should mean for Acton. Sustainability can be an overarching theme that creates a “big picture” and unites the parts of the master plan; whether it is the right choice of theme is a question to be discussed and decided in the master plan Steering Committee. Participants in Phase 1 showed a very high level of interest in the subject and as planners we believe sustainability is a critical perspective that is needed to guide action at every level from the household, the community, the nation, and globally.

Task 2. Inventory and Analysis

This task provides the base of data needed to have an effective discussion of issues and potential actions to address them. The discussion below is organized around the elements of the master plan. To avoid fragmenting the discussion, these sections also refer to work which will be done in the subsequent tasks to apply the inventory and analysis work as opportunities and challenges are identified, and potential actions are developed and evaluated.

A basic source of information with which to begin the inventory is the set of completed plans that have been prepared by the Town over the past several years. These include the 1998 Master Plan Update, the “To Live in Acton” report on housing and economic development, the DCR Heritage Landscape Study, and the Open Space and Recreation Plan prepared in 2002 and the 2008 update which is expected in the fall. In addition, we will depend on the new Acton GIS system being up and running early in the fall to provide property lines, building footprints, and other data layers to which we will add. We also anticipate using building permit data and records of the Planning Board, ZBA, and Design Review Board to gauge recent development activities.

Further Use of Phase 1 Surveys

An important part of this task which bridges across all topics is the further analysis of the Phase 1 survey results to add depth to our understanding of Town preferences and values as they apply to the master plan elements. This further consideration of the surveys will include cross-tabulating opinions by characteristics such as age of respondent, length of residence in Acton and other characteristics, or by comparing responses to pairs of questions.

2.1 Natural Resources

The analysis of natural resources will expand upon the present data by making extensive use of the materials already prepared by the U.S. Natural Resources Conservation Service, the Federal Emergency Management Agency, and the MA Department of Environmental Management and MassGIS on wetlands, floodplains, soils, water, and land, and of readily available other natural features mapping and inventories. Analysis will be done in terms of the conditions of, and threats to, natural resources, the measures needed to protect them, the role these resources play in town functioning (e.g., water supply), and the value that town residents place on them.

This analysis will include the ability to meet future water and wastewater needs while protecting natural water resources. Lastly, an analysis of water quality that addresses the non-point source pollution loading and water quality impacts of development will be considered. Separate maps will consist of environmental factors, such as topography, flood plains and stream buffer zones, vegetation, and wildlife, which will bear on how and where land may be developed.

A preliminary implementation strategy, including the relative reliance on zoning, subdivision regulations, environmental controls, and overlay districts, such as those for aquifer protection, flood plain and historic district preservation will be defined at this point.

Overlays will consist of environmental factors, such as topography, flood plains of streams, vegetation, soils, wildlife, etc., which bear on how and where land may be developed. A preliminary natural resource protection strategy, including the relative reliance on zoning, subdivision regulations, environmental controls, and overlay districts, such as those for aquifer protection, flood plain and historic district preservation will be defined.

Product: Master Plan chapter supplemented by maps in GIS format on the following topic areas:

- Vegetation
- Topography and wetlands
- Surficial geology
- Water resources

2.2 Open Space and Recreation

We will review and incorporate relevant portions of Acton's Open Space and Recreation Plan, currently being completed. We will look at conditions for this plan beyond its five-year time horizon, in relation to other topics and population and economic projections. Proposals for management of open space land and recreation facilities will be part of the plan. We will reference appropriate material in the existing Open Space and Recreation Plan, including the five-year action plan to meet identified needs for open space preservation, natural resource conservation and recreation facilities and programs.

Specific objectives and priorities for open space and recreation planning will be reviewed and discussed through the overall public participation program, and by discussions with local officials. We will examine the condition and number of recreational fields and prepare recommendation of what facilities will be needed based on projected population trends. In addition to the Bruce Freeman Trail, we will identify areas where possible trails could be created or extended or linked to regional trails. Acton is fortunate to have good regional connections and an active regional greenways/bikeways group.

Product: Master Plan chapter supplemented by an open space and recreation map in GIS format. As noted, it will be based in large part on the newly prepared Open Space and Recreation Plan.

2.3 Cultural and Historical Resources

We will work closely with the Historical Commission, Historic District Commission and Bylaw Committee, and Acton-Boxborough Cultural Council in identifying historic and cultural resources and strategies for protecting and enhancing them. These resources include heritage landscapes as well as buildings of architectural and historic significance. Staff members have just completed a Historic Preservation Plan for Amherst, MA and are well acquainted with ways to analyze historic resources and means for protecting them. Team member Martha Lyon will advise on heritage landscapes. We will also consult source material in identifying cultural resources. We will identify the means to enhance and extend cultural resources. Key steps in analyzing historic resources are:

- Research and write a summary of the history of Acton (for the plan introduction and historic/cultural resource section).

- Review the historic/cultural resource preservation efforts taken by the town in the past (as establishing what has been done). Include in this a review of the town's inventory (if there is one) of historic resources and archaeological resources.
- Review town rules, regulations, and policies that affect preservation efforts.
- Include historic/cultural resource component in the public participation phase of the project.
- Based on reviews and public input, prepare implementation steps for preserving the town's historic and cultural resources. Place the steps in order of priority.

Product: Master Plan chapter supplemented by historic and cultural resources map in GIS format.

2.4 Housing and Population Density

A considerable amount of work has been done on housing in the 2004 Community Development Plan, (titled “To Live in Acton”) contributing to a state-approved Housing Production Plan for Acton (2005). We will update housing information, where available, using recent population estimates, building permit data and other sources. We will analyze needs, trends, patterns, density and zoning provisions associated with residential housing development.

Using both the 2000 Census of Housing as a database for housing in Acton, we will update, document and analyze existing conditions. Building permit data and Census Bureau, MAPC and MISER (Massachusetts Institute for Social and Economic Research at the Donohue Center at the University of Massachusetts) updates of population and households will be used in preparing estimates of housing needs. We will forecast population by age groups to the year 2030. Using this data we will do a life cycle analysis using the categories pre-school children (0-5 years of age), school-age children (6-19 years of age), young adults (20-29 years of age), household formation (30- 54 years of age), empty nesters (55-64 years of age), and seniors (65 and over). These are age groups that have specific housing and school needs, which will be related to estimates of the types of housing and size of schools needed.

Affordable housing will be another focus of the housing plan we propose. Working with data on need, as estimated by the Acton Community Housing Corporation, we will be able to recommend location, type and density for affordable housing in Acton. We will identify strategies to aid Acton in obtaining MGL Chapter 40B 10% affordable requirement. We will also provide consideration of strategies for satisfying 760 CMR 31.07(1) (I), Planned Production requirements.

The assessment will include both relevant statistics and a narrative analysis regarding characteristics of the occupants or consumers of housing in the region. We will provide a narrative and graphic assessment of current and future housing demand considering:

- Housing size
- Current and projected population through 2030.
- Number and type of households
- Age composition and distribution
- Income

- Poverty level income
- Low income (up to 50 percent of area median)
- Moderate income (51 to 80 percent of area median)
- Middle Income (81 to 150 percent of area median)
- Upper income
- First time home-buyer income

In addition we will examine and/or update measures of housing demand including:

- Acton's level of subsidized housing included in Chapter 40B.
- The affordability gap between the community wide median income, incomes of people needing housing, and the income required to purchase and/or rent homes in Acton. Determine what each group in Acton can afford to pay for housing and determine what income levels can presently afford to live in town.
- The number of households on waiting lists for local or nearby town housing authority subsidized units, and whether the number increased/decreased in recent years, also the housing authority's estimate of need in the next 10 years.
- Housing need as expressed by local and regional businesses based on projected expansion plans.
- Gaps in the continuum of housing (low cost rental, first time homebuyer, market rate, assisted living, etc.).
- Working with data on need, through a participatory process, we will be able to recommend location, type and density for affordable housing in Acton.

Finally, we will perform a check on progress in the implementation of steps recommended in the Acton Community Development Plan. That plan recommended a series of steps intended to:

- 1) Modify Acton's zoning bylaw to require affordable housing benefits in all residential and mixed-use developments, with incentives to provide more affordable units in zoning districts already designated by the town as suitable for higher-density development, and
- 2) Develop policy criteria for reviewing comprehensive permits and making decisions about the use of locally controlled assets – town-owned property and financial resources – in order to:
 - Guide developers to create housing that meets needs in Acton's region;
 - Clarify the town's preferences for residential use types, project scale and locations that developers should consider if they plan to propose a comprehensive permit in Acton;
 - Encourage the town to concentrate its own resources on housing needs that most likely will not be met by conventional or comprehensive permit developers; and
 - Adopt organizational and capacity-building improvements to align the objectives and actions of town boards and committees that have a role to play in creating affordable housing (part of the Town Governance Task in the Master Plan).

Product: Master Plan chapter supplemented by maps in GIS format on the following topic areas:

- Inventory of housing
- Median household income
- Population density
- Future housing

2.5 *Economic Development*

A considerable amount of work was also done on economic development in the Community Development Plan. These materials cover the following topics:

- Development of an economic statistical profile
- Establishing economic development goals
- Assessment of economic development objectives in relation to growth suitability maps
- Identification and evaluation of alternative economic development strategies
- Establishment of an economic development implementation strategy and location map

Our work on economic development will include identification and analysis of key regional economic trends that will affect future levels of employment, taxation and development in the region. There will be an emphasis in the work on regional conditions because these are what determine the kinds of businesses that can be expected to grow in Acton and be attracted to locate in town. We will consult with the Acton Economic Development Committee and the Acton Economic Development Industrial Committee to use any information they have on current economic conditions, and the goals they have for economic development in town.

Based on this analysis, we will identify strengths and weaknesses in the composition of Acton's business, and outline programs to enhance the economic base of the community. In particular, we will evaluate existing conditions in Acton's commercially zoned areas, including regulations that encourage or discourage enhanced use of this area. We will also examine how future enhancements in the Great Road area, building on recent improvements, can encourage economic development in this area. Our staff has done several town commercial studies and understands the conditions needed for business expansion and revitalization.

A current economic profile will be updated that included relevant statistical information and a narrative analysis. This profile will include:

- Location and number of businesses, employers, and employees in Acton;
- Types of businesses should be classified by industry, using NAIC (North American Industry Classification, using data from both the Mass. Department of Labor and Workforce Development and Claritas, a private data source). We used both data sources in determining addresses and for other purposes in the Business Survey done as part of Phase I;

- Workforce development programs serving the community, and their compatibility with business employment needs in the community/region; and
- Current and projected job growth, including work force characteristics, age composition, distribution, average wage, and commuter routes.

A future economic profile will include relevant statistics and a narrative analysis describing Acton's economic development potential. The profile will be used to help to determine economic goals by outlining the constraints and possibilities of the local economy, as noted especially related to regional conditions.

We will interpret the results of its economic analysis in terms of future commercial space needs in Acton. The work will be integrated with land use planning in terms of recommending the appropriateness of various types of business development based on the physical, employment, fiscal and other characteristics of the town. Our analysis will include the suitability of existing non-residential zoned areas for future economic development based on natural features, constraints, access and impact on adjacent residential areas.

Identification of key economic trends that will affect future levels of employment, taxation and development will be a major focus of our economic development analysis. Based on existing and past data we will identify strengths and weaknesses in the composition of local business, and outline programs to enhance the economic base of the community. We will interpret the results of its economic analysis in terms of future employment space needs in Acton. This work will be integrated with land use planning in terms of recommending the appropriateness of various types of commercial and industrial development based on the physical, employment, fiscal and other characteristics of the town. Our analysis will include the suitability of existing non-residential zoned areas for future economic development based on soils, and other natural features, and on access and impact on adjacent residential areas. As mentioned we will also examine the zoning provisions for development in commercial and industrial districts with respect to their encouragement of desirable business growth.

Finally, we will perform a check on progress in the implementation of steps recommended in the Acton Community Development Plan. That plan recommended a series of steps under the broad categories of:

- Making zoning changes to encourage a diverse economic base, enhance the investment worth and taxable value of commercial and industrial land, and encourage higher-density housing in and adjacent to commercial areas;
- Continue efforts by the town to implement economic development actions in the 1998 Acton Master Plan;
- Make modest but consistent public realm investments in the Village Districts;
- Create incentives to encourage micro-businesses and small, start-up companies that are compatible with Acton's vision of itself; and
- Adopt legislative, organizational and capacity-building measures to strengthen the Acton Economic Development and Industrial Corporation's role in community economic development.

Product: Master Plan chapter supplemented by an economic development implementation map in GIS format.

2.6 *Transportation*

During Phase 1, the discussion around transportation focused on alternative ways to travel around Acton. Participants in the visioning process imagined a more walkable and bikeable environment as well as one served by a bus system. While the role of the automobile was acknowledged, there was general consensus that sustainable alternatives were desirable and needed. At the same time, growth in traffic resulting from through travel, development impacts, and other vehicular activity was expressed as a continuing concern.

Because transportation issues are regularly discussed and documented, a traditional Master Plan transportation element would not serve the community well. Planners will base its transportation element on work already documented in prior reports such as traffic studies and environmental impact reports (EIRs), planning documents compiled by MAPC, and in consultation with town staff and the Transportation Advisory Committee. We will also document regional transportation issues and projects that affect transportation for Acton's residents and businesses, e.g., the status of the Concord Rotary reconstruction, regional initiatives in public transportation, and regional bike path projects such as the Bruce Freeman Trail.

Particular emphasis will be given to identifying opportunities to improve conditions for walking and bicycling through roadway and sidewalk construction. We will review those components of the Capital Improvements budget that relate to roads and sidewalks to determine the ways that funds are being expended. For example, are sidewalk projects connecting disconnected walking routes? Are road projects incorporating bicycle accommodation? Is funding adequate?

Another component of the transportation element is to look into car sharing and ride sharing programs such as ZipCar and GoLoco, both of which were started by Robin Chase of Cambridge. Planners will investigate the viability of such services in Acton and describe steps to broaden opportunities to travel without owning your own vehicle.

The Town has recently hired Nelson/Nygaard to assist with the preparation of an application for Federal funds to operate a shuttle service to increase access to the South Acton Commuter Rail station and to provide other transportation in the Town. Planners will work with Nelson/Nygaard, with whom we have a longstanding relationship to incorporate their efforts into the document.

Product: Master Plan chapter supplemented by GIS-based and other maps and tables.

2.7 *Infrastructure, Public Facilities, and Services*

Like all Massachusetts municipalities, Acton is facing rapidly rising costs in several areas, including employee health coverage, special education services, and utilities. In times of cost surges, it is particularly important to ensure that fiscal policies and strategies result in the most prudent spending decisions. For example, short-term budget cuts in areas such as maintenance, often needed to balance the books, can result in the deterioration of assets to the point where

repairs are not longer an option but full replacement is needed. In other words, by not spending a modest amount today, a town can end up spending far more in the future.

The RFP calls for consideration of school and town facilities and services, an assessment of public infrastructure, staffing requirements, funding, potential efficiencies, and ways to improve citizen interaction. These questions are quite complex and would merit a separate study of comparable scope to the overall Master Plan.

Therefore, to provide a meaningful set of potential recommendations for this element, the Planners Team will utilize the model of study undertaken by the Brookline Override Study Committee (OSC), which relied upon available reports from municipal staff, comparable data from peer communities, and extensive interviews with town and school administration officials and others. The goal of this task is to lay the groundwork for future efforts to advance the discussion on how to set fiscal priorities and create more cost-effective school and municipal services and facilities.

We will work with the Town to identify a group of peer communities that have socioeconomic characteristics similar to Acton although they may differ in population; Concord, Weston, and Wellesley might be considered. We will then compare municipal staffing and expenditures in Acton and the peer communities and identify similarities and differences. We will also prepare a trend analysis in department budgets over the past ten years and look at the share of the municipal budget going to each service.

We will also prepare a list of Acton's municipal facilities including buildings, recreational facilities, and infrastructure, and identify their age and history of capital expenditures. Facility and infrastructure condition and problems will be identified through interviews with Town staff and any available studies.

All available reports will be consulted, particularly those containing recent infrastructure assessments and recommendations. We will investigate potential technological solutions that would improve internal and external communications and determine what peer communities are doing in this area. We will consult with the Massachusetts Municipal Association to learn about what peer communities are doing. The goal of this inventory and analysis will be to identify areas where Acton spends either more or less than peer communities, areas that may need greater staffing or capital investment, and opportunities for improving services. We will also examine the Phase 1 survey results, particularly responses to open-ended questions that have relevance to satisfaction with particular services and facilities.

The Planners Team will document the results of interviews and conversations with notes to be provided to the Town.

Following the identification of opportunities and challenges in Task 3, potential improvements to infrastructure, buildings, and other facilities will be identified in Task 4 and subjected to a conceptual cost analysis in the context of the Town's capital spending budget. Similarly, potential service improvements will be subjected to conceptual cost analysis. In both facilities and services, recommendations from other master plan elements will be incorporated in the analysis, e.g., need for staffing in the economic development area or need for recreational

improvements at Town parks. Given that some infrastructure issues are beyond the scope of a planning study, e.g., infiltration/inflow to municipal sewers, some of the recommendations may be for specific engineering studies that are advisable to conduct after the master plan is complete.

Product: Master Plan report chapter containing figures, tables, and a GIS map of existing and proposed public facilities.

2.8 Land Use

Existing land use data for Acton, available from the Mass GIS, is in our data files now, ready for updating and editing. We will update this GIS data, which were last updated by MassGIS in 1999, with information from the 2008 aerial photography which was performed as part of the development of Acton's new GIS system. This data layer will be on an area-specific basis in which there may be more than one major land use within a parcel of land, rather than on a parcel basis in which, for example, a large forested area might be classified as residential if a single house is present within the parcel. We will supplement this data with available information from the Planning Department and Assessors.

The land use analysis will consist of examining residential densities and determining the compatibility's of adjacent land uses. We will also indicate areas of recent and use change by comparing the aerial photographs with the 1999 MassGIS data. We will also evaluate and use the build-out analysis for Acton, prepared by MAPC, based on existing zoning and land use patterns and environmental constraints. We are very familiar with the techniques and procedures of MAPC build-out analyses. We used and modified their build-outs for Wilmington, Lynnfield and Canton. As part of the opportunities and challenges analysis, special attention will be paid to protecting residential areas from adjacent commercial development.

As part of Tasks 4 and 5 we will propose land use policies and actions to guide in zoning and identification of future growth areas for commercial, industrial and residential activities. This work will consider both major potential development opportunities such as the Auto Auction site and Kelly's Corner redevelopment, as well as potential incremental changes in the village centers. This work will include conceptual recommendations for zoning amendments (text and/or map) but will not include the detailed drafting of articles for Planning Board review and Town meeting action. We will examine the town's review mechanisms and standards for site planning, landscaping, and architectural design, and we will identify potential improvements in development review for consideration in Task 4. We will also identify lands which should be protected from development using information from the inventory and analysis of natural resources, cultural resources and heritage landscapes, and the Acton Open Space and Recreation Plan.

In Task 5, we will prepare recommendations for land use, zoning, and design review, based on the information produced up to this point. We will specifically include environmental factors in our recommendations, using the natural resources inventory that will be available at this point. Land use recommendations will be based on considerations of distribution, access, location, density and intensity of use. In addition to the input received at the public workshops and our consultation meetings with the Planning Board, Conservation Commission, Design Review Board, and other boards and committees, we will also consider the standard planning norms for development of the type indicated by the goals and policies for Acton in evaluating land use recommendations. Such

standards include norms for setting aside open space, for roads, for maintaining the utility of public facilities and infrastructure, and for achieving the mix and density of residential and commercial and industrial areas indicated as preferred by residents and businesses in Acton in the Phase 1 surveys and in public meetings.

Ron Ruth of Sherin and Lodgen LLP will advise in matters of land use law and regulation and will contribute valuable information on both tried-and-true and state-of-the-art land use regulations and how well they have worked in communities similar to Acton.

Product: Master plan chapter supplemented by Existing Land Use and Future Land Use maps in GIS format

2.9 Sustainability

Over 75 percent of Acton residents who responded to the surveys we conducted were interested in sustainability; 79 percent said the town should take action if the costs were reasonable. At the same time, none of the potential ways of achieving sustainability was an overwhelming choice in the surveys and workshops. This is to be expected, because sustainability is a complicated subject and its concepts have been evolving for years and only recently have begun to come into focus as a coherent picture for a town like Acton. Furthermore, sustainability has aspects that involve all of the sections of the master plan.

The simplest definition is perhaps the best: **“sustainability means living in such a way that our children can continue to live as we do.”** This definition encompasses not only protecting environmental systems but also maintaining the town’s character through preservation of open space and historic character while also preserving affordability so that young people continue to live in the community. For example, if social diversity is important to the community, sustainability can also mean maintaining that diversity. And, for reasons that are becoming clear at the global scale, a key aspect of sustainability is the way we use energy in our homes and businesses and in the transportation system.

We propose that sustainability and energy should comprise an additional key section of the Master Plan and we believe that one of the first efforts of Phase 2 should be to conduct a townwide workshop kicking off the second phase with a background briefing on sustainability.

Sustainability Background Briefing

As noted under Task 1, we believe sustainability should be the first background briefing given in the educational segments that we propose to provide in every workshop. The purpose of this briefing would be two-fold: to provide a basic education in the concepts and context, and to “connect the dots” and have a community discussion about how other parts of the Master Plan contribute to sustainability. A key point that the briefing needs to make is that sustainability is not a sacrifice we make for future generations: rather, **sustainability is in the short-term self-interest of nearly everyone in Acton as well as in the long-term interest of the United States and the outside world.** A second key point is that the sooner action is taken, local benefits are greater and long-term impacts are lessened. In conducting the sustainability briefing we will be careful not to proselytize or to impose our own values but will emphasize factual information that people may not know and perspectives that may be new to some.

Sustainability: What Actonians Need to Know

A. The Problem

1. Climate change is happening and human use of fossil fuels is the primary cause.
2. Scientific work is ongoing to reduce uncertainty but there is scientific consensus that the risks are high and the consequences could be catastrophic for the economy and environment of the United States and the world as a whole.
3. At the same time, world energy use is increasing more rapidly than supply and energy prices will therefore continue to increase for some time.
4. Reducing the risks of climate change to reasonable levels requires an ambitious multi-pronged strategy to reduce CO2 emissions. The difference between the current trend and the safer, reduced trend can be broken into several “wedges,” including alternative energy sources, more efficient home heating/cooling, and less energy-intensive transportation choices.
5. Fortunately, at both the municipal level and the household level, the changes needed to address global warming also pay immediate dividends in lower costs for transportation and energy use in homes, businesses, and Town buildings.
6. At the municipal level, inappropriate growth can change Acton’s character and reduce its quality of life by consuming open space, altering the historic fabric, increasing traffic, and raising municipal costs.

B. Potential Responses

1. Sustainability is the strategy and package of actions aimed at making the future economy, environment, and quality of life at least as rewarding, viable, and happy as today’s.
2. Municipal energy programs that “pay for themselves” can now address both the expense of home heating and cooling, and thereby make a significant contribution to reducing unnecessary CO2 emissions.
3. Local transportation programs can help reduce the cost and CO2 emissions of automobile travel.
4. The pattern and quality of residential and business growth in Acton can make efficient transportation options more viable while enhancing community life and healthy lifestyles for people of all ages, and preserving town character and open space.
5. By pursuing a sustainable strategy crafted specifically for Acton, townspeople can improve their quality of life in both the short- and long-term and at the same time do good for the world environment and future generations.

The outline for a sustainability workshop needs to be more fully developed with the input of the staff and Master Plan Steering Committee, but its basic points might be as shown in the shaded box.

We hope and expect that this briefing, and the public information materials developed to support it, will energize Actonians and identify several directions in which the Town can use the Master Plan to achieve greater sustainability and implement a prioritized set of actions to achieve the vision of *Acton: Today. Tomorrow. Together.*

These are not uncharted waters, but Acton will be among the leading edge American communities that are taking action to safeguard their own future and contribute to worldwide efforts to create a better future.

Sustainability Element of the Master Plan

In the inventory and analysis task, we will prepare an analysis of sustainability issues in Acton. Because of the nature of the sustainability concept, this will largely be a synthesis of the issues in other plan elements relating to the categories of sustainability:

- Environmental – conservation of forest, meadows, wetlands, and farmland, promoting non-automobile transportation and energy conservation, and solid waste recycling
- Cultural – preservation of Town character, including historic buildings and village centers and heritage landscapes
- Socioeconomic – maintenance of social, income, and age diversity through housing, schools, and programs for seniors, and the potential for Acton’s children to remain in the town when they start their own households
- Fiscal – management of the municipal budget in a manner that can be sustained into the future, through the balance between the existing and future tax base and expenditures on facilities and services.

This synthesis of information developed in the other plan elements will be supplemented by addressing carbon emissions, including a rough estimate of carbon emissions from transportation and residential and business space heating. In Task 3, opportunities and challenges related to conserving energy and reducing carbon emissions will be identified. This will be an opportunity, as part of Workshop 2, for the Town to consider whether it wishes to include working to reduce climate change in the actions that follow from the Phase 1 goal of planning and educating for sustainability. If so, a number of actions which further this objective could be included in the list to be evaluated, including measures that are proving to be popular and successful in other communities to reduce automobile dependency and to provide assistance to homeowners in arranging for energy audits and energy saving home improvements.

In Task 4 potential actions will be developed and evaluated from the point of view of sustainability as well as the other goals and objectives. For example, the carbon equivalent of energy reduction through transportation measures or home weatherizing can be estimated and compared with municipal and resident costs or savings, associated with these actions. Measures such as open space acquisition can be qualitatively evaluated in terms of sustaining town character and preserving habitat. In Tasks 5 and 6 the actions which are favorably evaluated will be prioritized and validated. In Task 7, the sustainability chapter of the Master Plan can provide a theme or “big picture” for the Plan as a whole, highlighting many of the Plan’s recommended actions and showing how they work together to make a sustainable future for Acton.

2.10 Governance

The need for a governance element in the master plan was made clear when we met with the Town Manager and Department Heads during Phase I. As the RFP states it is important to “to significantly broaden citizen participation and representation in Acton’s governmental affairs and decision making.” It is also important to minimize the disruption that too frequently happens as the result of the normal turn-over of staff and members of boards and committees. Re-acquainting new participants in prior decisions is time consuming although necessary.

Ongoing communication is key to progress. Fortunately Acton has a strong Town Manager position and high quality staff who encourage interdepartmental communication. The Town also has an abundance of dedicated volunteers willing to share their time and talents for the benefit of the Town. The governance section will identify how to insure support for these volunteers by removing institutional barriers that are commonly found in government agencies.

We will collect data by conducting interviews with the Town Manager, Department Heads, as well as representatives of boards and committees. A uniform questionnaire will be used to insure comparability among the interviews. Interviewees will be asked what barriers they see to citizen participation and decision making. These interviews will also identify the sources of information, input, and communication among boards and committees and staff that affect the decision process. A matrix of interactions of decision-making information flow among town bodies will be prepared. And key issues, opportunities and challenges in good governance will be identified.

We were impressed by the commitment and energy of the board and committee members who attended the June 2008 workshops as part of the Phase 1 visioning process. The participants were clearly interested in better communications among boards and committees that have overlapping interests. For example, the Historical Commission and Historic District Commission on one hand, and the Housing Authority and Community Housing Corporation on the other. A diagram will be prepared to identify overlapping interests and mandates and the presence or absence of interaction.

The governance section will also compare the structure of Acton’s town government with peer communities as discussed in Task 2.7, Infrastructure, Facilities, and Services. This comparison as well as the extensive personal knowledge of our advisor on governance, Tom Groux, will be used to establish aspects in which Acton is similar to or differs from its peer communities. The peer communities we anticipate using in our analysis currently have a mixture of Open Town Meetings or Representative Town Meetings. An additional comparison will therefore look at the characteristics that are common to Massachusetts towns that have adopted representative town meetings.

We will review the findings in a series of meetings with the Town Manager, Planning Director and other senior staff, and in separate governance workshops for Board and Committee members. At these meetings we will facilitate discussions on “what-ifs” that we prepare in advance. We expect these discussions to include new methods can be developed for improved citizen input and communication among boards and committees; what changes, if any, in committee and department structure might be called for, such as merging or creating new

committees or departments; and very important to consider, should the Town of Acton seriously consider moving to a Representative Town Meeting structure for its legislative body. Tom Groux will attend these meetings and offer the perspective that comes from his long experience in town government, including experience working with both Open and Representative forms of Town Meetings.

We will complete this task by proposing a set of recommendations to improve governance and citizen representation and communication.

Products:

- Memo on findings regarding governance and options for change
- Memo with final recommendations on governance
- Master Plan chapter on Governance

Meetings:

- Initial meetings with town staff, boards, and committees
- Follow up meetings on options for change and governance element of implementation plan
- Inclusion of governance in public workshops at each stage.

Task 3: Opportunities, Challenges, and Potential Actions

Based on the inventory and analysis of each planning element, we will prepare a synthesis that identifies opportunities and challenges in each functional area (e.g., housing, economic development, open space preservation, etc.) as well as a map that shows them by geographic area of the Town.) These opportunities and challenges will be related to the preliminary goals and objectives and to the overall sustainability theme. A public workshop will be held to present this synthesis and to brainstorm on potential actions that could be used to meet Acton's goals.

Products:

- Memo on Opportunities and Challenges, with map.
- Master Plan chapter

Meetings: public workshop presenting Opportunities and Challenges analysis and brainstorming potential actions in response to them,

Task 4: Evaluating and Visualizing Potential Actions

Based both on the information gathered in Task 3 and our team's knowledge of current planning practice, we will prepare a list of potential actions and their relationship to the town goals and the opportunities and challenges. We will also identify the relationships among the potential actions such as clusters of actions that are mutually supportive (e.g., pedestrian/bicycle connections to village centers and open space) as well as tradeoffs and incompatibilities between actions (e.g., between encouraging development to strengthen a village center and the protection of a development parcel as open space.)

During this task, we will take advantage of Acton's relationship with Tufts University to develop visualizations of planning approaches as an educational activity for citizen participation both prior to and during a workshop on potential actions. We will also identify needed staffing and volunteer resources and order of magnitude cost for potential actions as well as qualitative outcomes such as encouraging or discouraging development, supporting community interaction, and sustainability.

Based on this first round of analysis and community conversation, we will reduce the list of potential actions and refine the definition and evaluation of each action. Among the actions considered at this stage are specific conceptual changes in zoning and/or subdivision regulations. Although it cannot be foreseen at this time, the final set of potential actions might include clusters of actions on which there is general agreement and other clusters in which clear alternatives have emerged. In both cases, we will identify costs, tradeoffs, and synergies and evaluate the extent to which each action advances specific community goals. Additional use of the Tufts visualization capabilities will be very appropriate at this stage to evaluate outcomes in visual terms. The set of refined actions and their evaluations will be the subject of a public workshop and a workshop for Board and Committee members.

Products:

- Long list of potential actions to address goals/objectives and opportunities/constraints
- Plan Conceptual level evaluation of long list items
- Short list of potential actions (including alternatives where appropriate)
- Evaluation of short list actions/alternatives incorporating visualizations as appropriate
- Master Chapter on development of proposed actions

Meetings:

- Public Workshop #3 on long list of actions
- Public Workshop #4 on short list of actions

Task 5: Implementation Plan

In the area of infrastructure and facilities, generalized cost and revenue sources associated with such improvements will be provided. This capital budgeting analysis process involves prioritizing projects, refining cost estimates, possibly staging projects over several years, and working within foreseeable revenue and funding sources. It is anticipated that the Master Plan will cover a period of 20 years. We will prepare a preliminary six-year Capital Investment Plan containing the town's major capital expenditures that are needed to implement the Master Plan. Which capital expenditures to include will be determined by professional judgment, public comments and an analysis of funds available through local, state and federal sources. It should be noted that our staff participated in the capital budget analysis process in the Towns of Harwich, and Marblehead, MA.

Because a Master Plan is a guide for making decisions about future development, we will recommend a process that outlines and proposes changes and modifications to be made to the

Town's regulatory and governance systems, as well as specific budget recommendations for facilities and services. Specific land use decisions on a project-by-project basis need to be guided by a process, and sets of criteria agreed to by all parties with some sort of jurisdiction, e.g., the Planning Board, the Conservation Commission, the Board of Selectmen and the Board of Health. Based on the governance element, we will recommend a land use decision-making process and sets of criteria for each major type of land use, and will also identify responsibilities of each town board or commission or committee. Special attention will be given to incorporating decision criteria such as phasing or scheduling growth, that relate land use development to the capital budgeting process.

A key part of the implementation plan is the identification of costs and the assignment of priorities. This can be done by arranging the actions in a matrix in which the rows are the actions and the columns are implementation years (including a column for the “indefinite future”). Actions can be moved from column to column based on both synergies among groups of actions, sequences of actions, and total annual costs including the effort by staff and volunteers needed to implement each action. The outcome will be a prioritized sequence of actions with do-able total monetary and time expenditures and assigned responsibilities for town staff and boards; lowest priority actions may potentially be eliminated or assigned to the indefinite future.

Coordination of the Draft Implementation Plan with Boards, Committees, and Departments

As noted in the Community Involvement section of this scope of work, we propose to meet at two key points in the schedule with Town boards, committees, and departments. These will be joint meetings of all department heads and joint meetings with representatives of all boards and committees. The round of such meetings associated with the development of the implementation plan will be a key sources of input on priorities and costs. Two additional meetings can be held as necessary at other points in the schedule. It is particularly important that the Planning Board should be represented throughout the process by actively participating in the Master Plan Steering Committee, but because of their role in adopting the master plan and recommending zoning actions for Town Meeting consideration, we also recommend a special presentation to the Planning Board at this stage to insure that all recommendations that fall within their purview will be acceptable to them.

Workshop

We propose to hold Community Workshop #5 on the draft implementation plan. Its purpose is both to review the sequence of community conversations that led to the proposed actions and to prioritize the actions. Although this could be done by simply inviting feedback on a draft list of priorities, we generally prefer to present the actions in an unprioritized form and then to use facilitated discussions to identify the priorities of the participants.

Annual Progress Reporting

We regard the Master Plan as an ongoing tool for decision making, not a static document. Therefore, a final part of the implementation plan will be a recommended process for renewing the Master Plan itself: annual progress reports to the citizens of Acton, including an evaluation of the outcomes of completed actions. This annual reporting process will be designed to

minimize staff resources while at the same time providing the basis for refinements, budget requests, and periodic updates.

Product: Draft Implementation Plan

Meetings:

- A round of joint consultation meetings with Town staff, boards, and committees
- Public Workshop #5 on the Draft Implementation Plan and survey results

Task 6: Validating the Vision, Goals, and Action Plan

The need for validation is critical to implementation, regardless of whether the action is part of the budget that must be recommended by the finance committee or a regulatory change that must be recommended by the Planning Board before Town Meeting makes the final decision. As the comments on the Phase 1 Report make clear, the vision and goals need to be validated before they are finalized. The additional work with Phase 1 survey results as described at the beginning of Task 2 is one way to do this. However, our view is that although vision, goals, and objectives are logically prior to actions, the best way to validate them is to keep in mind that they are provisional and proceed with discussion and evaluation of potential actions as described in the preceding tasks. In this way, the outcomes that result from particular goals can be seen concretely and clearly, and it will soon become obvious if the provisional goals and objectives need to be refined or changed.

The validation process has two parts: ongoing community conversations at the meetings and workshops (described previously), and survey research. These represent contrasting ways of gauging public opinion, both of which are needed to provide a complete picture: discussions at workshops reflect the opinions of those in attendance but provide a great deal of depth and detail about these views; surveys, on the other hand, provide enough breadth to make inferences about the whole population, but there is a significant limitation to the amount of detail that can go into survey questions.

Using both methods, and providing the citizens with education through background briefings about key master planning subjects, provides the best inference about ultimate support and outcomes in Town Meeting. We will design the survey and analyze survey data to provide statistically significant conclusions, but like a presidential poll that has a well defined level of certainty, the opinions of the people who responded may change right up to the voting booth, or the Town Meeting floor.

Survey

Three surveys were completed in Phase I (resident web/mail-back survey, business survey, and telephone survey). Another survey is proposed in Phase II to confirm the support for specific recommendations in the Master Plan. We do not anticipate the need to distribute survey forms by mail, or to make extensive phone calls as we did in the Phase I surveys. We will evaluate all returns for their statistical reliability.

All survey questions will be reviewed in advance with the Master Plan Steering Committee and Town of Acton planning staff, and questions will be revised based on their input. To the maximum extent possible we will use 3 or 5 point scales in asking for responses to questions. Use of these scales enables respondents to more thoughtfully answer questions that inherently have degrees of urgency or scales of priorities. Example are: 1) “What priority should be given to completing a program of sidewalk and walkway improvements in Acton?” Very high priority, high priority moderate priority, small priority, no priority. 2) “Which areas should be given highest priority in completing sidewalks and walkways?” Town Center, Village Centers, Great Road commercial areas, residential areas, school areas.

We will also ensure that we coordinate with any of Acton’s boards and committees before asking questions in their areas of interest. We did this in the phone survey of Phase I where questions were asked about the Senior Center and possible bus shuttle services.

Products:

- Memo summarizing survey results and input received at public workshops
- Detailed survey results

Meetings: see foregoing task descriptions and Community Involvement section, above.

Task 7: Final Meetings and Preparation of Final Report Materials

Based on all foregoing tasks, we will prepare a Draft Comprehensive Community Plan that is readable, concise, well illustrated and graphically attractive. The Draft Plan will include a series of technical appendices which will document the meetings and surveys and the technical information gathering and analysis.

We at Planners Collaborative take pride in creating reports, brochures, and web products that are well designed, well-illustrated, informative, dynamic, and enjoyable to read. The main volume will tell a story, which we envision as an over-arching theme such as sustainability, that is specific to Acton and includes the full range of topics.

The Plan will contain all elements required by state mandate and clearly set forth a practical, prioritized list of actions that will guide decision-making in the next five to ten years. Responsibilities will be well defined. The Plan will include a description of how the recommendations developed and evolved through the community conversations described in the previous tasks. The Plan will include a process for an annual report card on progress as discussed in Task 5.

We will widely publicize the Plan using the website and potentially distribution of an illustrated short executive summary through the Beacon newspaper. A final meeting will be held to present the key points of the plan and to get feedback. We will also work with the Master Plan Steering Committee to discuss and resolve all comments on the Draft Plan and incorporate revisions in the Final Plan. At the conclusion of the contract, all files including GIS overlays, and documentation of the planning process will be submitted. Further discussion is needed to determine the number of hard copies of the main volume, the executive summary, and the appendices; costs and therefore budget feasibility will depend on the use of color in the report.

Products:

- Draft Comprehensive Community Plan Report, including final vision, goals/objectives, chapters on all master plan elements including governance, sustainability, and implementation plan
- Final Comprehensive Community Plan Report
- Technical appendices incorporating all data, analysis, and meeting documentation

Meetings: Final meeting to present the Comprehensive Community Plan

Exhibit 1: Planning Process

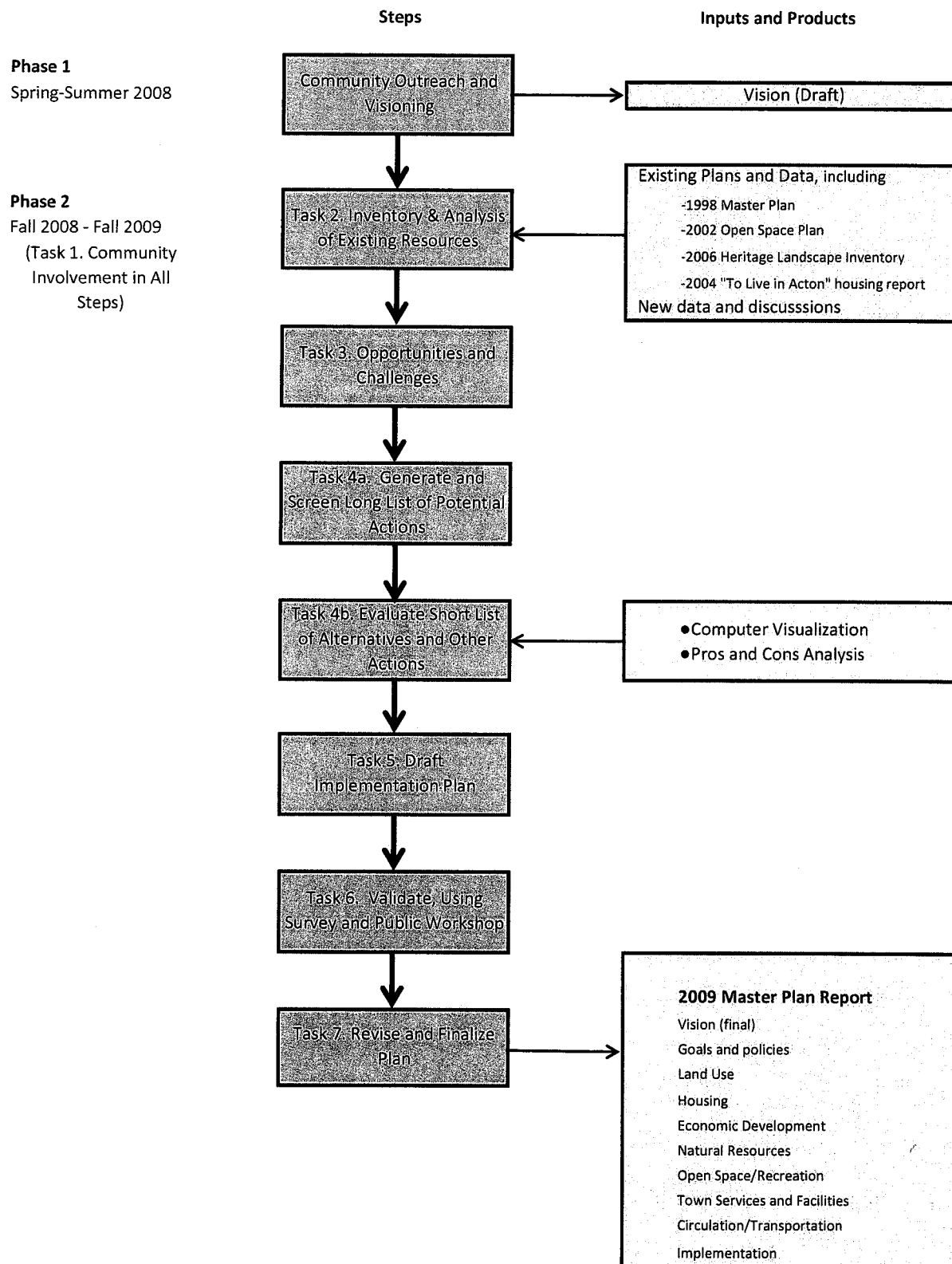
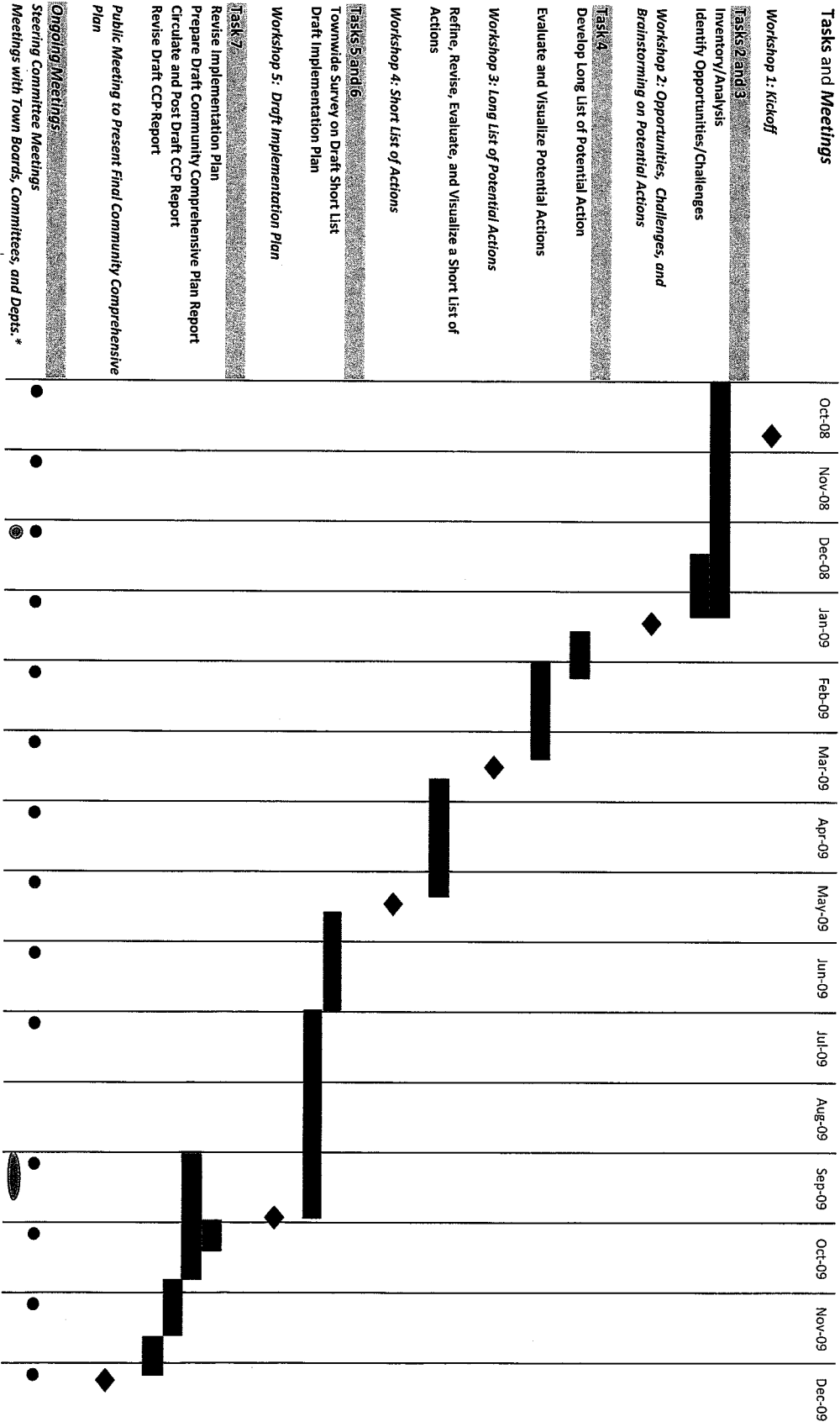


Exhibit 2: Schedule of Activities



*Additional Board/Committee and Department meetings may be scheduled as necessary.

Exhibit 3: Staff Effort by Task

	Team Total	Purdy	Barber	Giezentanner	Schwartz	Politis	Groux	Lyon	R. Ruth	Buxton	Walsh	Jr. Plnr
Task 1. Community Outreach*	320	8		20		240				16		36
Task 2. Inventory & Analysis									2			
Demographics	24	2	20									
Land Use	40	8		32								
Housing	48	2	46									
Economic Development	66	2	56	8								
Natural Resources	30	2		28								
Open Space/Rec	22	2		20								
Cultural Resources	18	2		8				8				
Facilities/Services	42	2		8								
Transportation	48	2			32							
Sustainability	28	24		14								
Governance	52	36					16				4	
Task 3. Opportunities & Challenges	32	8	8	8	8							8
Task 4. Evaluation of Actions	92	30	8	8	16			4	2		16	8
Task 5. Draft Implementation Plan	96	40	8	8	16		8		8			8
Task 6. Validation (survey)	96	8	48							16		40
Task 7. Draft & Final Report	116	32	8	8	4	8						40
Total Hours	1,170	210	202	170	108	248	24	12	12	32	20	132

*Project Manager (Purdy) and Deputy Project Manager (Politis) will attend all meetings (see schedule). Other staff will attend as appropriate to the meeting agenda. Hours for meetings are included in Tasks 2-7. Other staff hours for Task 1 reflect meeting planning and preparation of materials.

F. Project Team

F. Project Team

On the following pages you will find a full discussion of the specific educational background, qualifications and expertise of all the members of the Planners Collaborative team. Project roles are shown in the table below.

Personnel	Project Role
Jim Purdy	Principal-in-Charge Project Manager Implementation Plan Sustainability Governance
Daphne Politis <i>Community Circle</i>	Deputy Project Manager Public Outreach Facilitator
Brian Barber	Master Planning Demographics Housing Economic Development
Nicole Buxton	Graphic Design and Marketing Webmaster
Bill Giezentanner	Geographic Information Systems (GIS) Natural and Cultural Resources Open Space and Recreation
Bill Schwartz	Infrastructure, Facilities and Services Transportation
Dave Walsh	Sustainability Streetscape Design
Advisors	Project Role
Tom Groux <i>Groux & Associates</i>	Governance
Martha Lyon <i>Martha Lyon Landscape Architecture LLC</i>	Heritage Landscapes
Ron Ruth <i>Sherin and Lodgen LLP</i>	Land Use Law

Jim Purdy will serve as Project Manager and will lead the day-to-day management of the project. He brings active principal-level involvement and over thirty years of municipal, land use, and environmental planning expertise to the project. Since the beginning of his career, he has been concerned with the issue of balancing environmental preservation and quality of life

with viable economies. His early work included a study of local land use regulation under Vermont's Act 250, enabling legislation for regional land use controls in Massachusetts, and zoning work in South Natick, where he helped develop a zoning article for clustered planned unit development with incentives for affordable housing and open space preservation. He has prepared facility plans for institutional, commercial, and industrial land uses; environmental documentation for transit-oriented development; transportation-related land use studies; and open space and pedestrian plans. Throughout his career he has emphasized the importance of public participation to resolve controversies and build consensus.

Jim has prepared many plans comparable to the Comprehensive Community Plan which Acton is seeking. They are strategic plans that build upon client goals, consider opportunities and constraints, develop and evaluate alternatives, and converge to consensus recommendations concerning land use, zoning, open space, complete streets, walkable environments, public transportation, utilities, etc. All of these plans are the well-written and well-illustrated culmination of a process that involves stakeholders and decision makers. They are implementation-oriented "toolboxes" that are designed to facilitate decision making by public clients at both the state and local level of government.

Daphne Politis will serve as Deputy Project Manager. She has completed a large number of town-wide master plans, long term comprehensive plans, land use planning projects and strategic plans for municipalities. She is an expert in visioning and goal definition, identifying community facilities needs, managing a meaningful participation process to identify perceptions, consensus building, conflict resolution, community building and public education, documenting existing conditions, developing criteria/tools for decision-making and priorities for resource allocation, comparison of alternative future scenarios, and proposing recommendations, action plans and implementation strategies. She will also use her extensive public facilitating skills to conduct engaging meetings and workshops, thereby extending her public outreach work for Acton's Phase 1 visioning process to the preparation of the Comprehensive Community Plan in Phase 2.

Brian Barber has over thirty years of experience in comprehensive planning and growth management, and he has completed numerous master plans, land use, zoning and public facilities planning studies involving capital budgeting, costs of community services, open space, housing, environmental impact assessment, economic development, fiscal impact analysis, transportation and facility siting. He will bring his vast master planning experience in municipalities across Massachusetts to bear in this project, serving as lead for the Demographics, Housing, and Economic Development components of the project.

Nicole Buxton brings marketing expertise and graphic design for the development of all communication pieces. She is also adept at web design and maintained and updated the Phase 1 project website. She has graphically-designed master plans and reports, including those for Andover, MA, Westerly, RI and Nashua, NH.

Bill Giezentanner is an environmental planner, landscape designer, resource management specialist, and Geographic Information Systems (GIS) expert. He has worked on projects involving outdoor recreation, tourism, conservation, historic preservation, interpretation of natural resources, public education, and non-profit facility development. He will lead the Natural and Cultural Resources and the Open Space and Recreation components of the project.

Bill Schwartz specializes in public infrastructure and planning for all transportation modes including mass transit, pedestrian and bicycle. He will lead the Transportation and the Services and Facilities components of the project. He brings a unique municipal perspective to this task as he recently completed services on the Town of Brookline Override Study Committee (OSC). This one-year effort culminated in a successful \$6.4 million override, which passed in May 2008. Bill was the principal author of the OSC report (the report is available from the Town's website at www.brooklinema.gov), lead presenter at public meetings on the override, and a principal organizer of the campaign committee in favor of its passage. During this effort, Bill interviewed numerous municipal officials and board and committee members. In addition, the committee compiled a variety of analyses of peer communities to establish important spending benchmarks for public safety, public works, education, and capital planning.

Dave Walsh is both a landscape architect and an architect and is fluent in all aspects of contract administration, planning, design, and construction administration. He is a U.S. Green Building Council LEED® Accredited Professional, focusing on sustainable design issues and "green design." He will lead the Sustainability and the Streetscape Design components of the project.

Tom Groux is a municipal consultant and highly successful public administrator. He founded a management consulting firm, Groux and Associates focusing on the needs of local government, with experience in the areas of charter studies and implementation of charters, executive recruitment, interim management services, and consolidation and organizational studies.

Martha Lyon is a landscape designer, specializing in historic preservation and heritage landscape planning services for clients throughout New England and New York State. She runs Martha Lyon Landscape Architecture LLC.

Ron Ruth, a partner in the firm of Sherin and Lodgen LLP, concentrates on environmental, real estate and land use law. He has been intensely involved in brownfield issues, in redevelopment of abandoned industrial operations into commercial developments, and with the complicated problems arising from the construction of projects undertaken on contaminated properties.

Jim Purdy, AICP

Director, Planning Group

Introduction

Jim is a land use and environmental planner with over 30 years of experience. Since the beginning of his career, he has emphasized balancing environmental preservation and quality of life with viable economies. He has prepared facility plans for institutional, commercial, and industrial land uses, and environmental documentation for transit-oriented development, transportation-related land use studies, and open space and pedestrian plans. A key component of each of his projects is an emphasis on public participation to build consensus and resolve controversy. Prior to joining Planners Collaborative in 2007, Jim was a principal planner at the Louis Berger Group and a principal at Wallace Floyd Design Group. Please note that several projects listed below were completed with prior professional affiliations.

Selected Project Experience

Jim served as project manager for the Massachusetts Highway Department (MHD) I-93/I-95 Interchange Study. The study emphasized improving safety and traffic operations, public involvement, land use, economic development, and the minimization of fiscal, community, and environmental impacts. The project resolved a major community controversy via context sensitive design and an intensive community involvement program.

Jim also served as project manager for the New Hampshire Route 101 Corridor Study, where he addressed traffic, safety, access, and land use issues in the Towns of Bedford, Amherst, Milford, and Wilton, NH. Jim worked closely with sub-consultants including traffic and design engineers and economics and zoning specialists. In a related contract in Bedford NH, Jim led a 23-member CAC and held three major public forums. The public involvement process successfully resolved controversy over the future of the highway in Bedford and the reconnection of the town center, which was divided by the highway. The resulting plan included conceptual recommendations for intersection improvements, access management, bike path, and land use and design guidelines for pedestrian-friendly commercial development.

Jim directed community involvement for the West Peterborough Village Improvement Plan in NH. He held town-wide public meetings and workshops to study streetscape improvements and traffic calming. He worked with the design team to develop a conceptual design for a Tax Increment Financing (TIF) District.

For the Boston Redevelopment Authority (BRA), Jim managed the Dorchester Avenue Streetscape and Transportation Action Plan, which comprised improvements to the pedestrian environment while benefitting traffic flow and preserving on-street parking for residents and businesses. For the Town of Winchester, MA's Strategic Plan Update, Jim prepared plan sections on traffic calming and transportation decision-making.

Jim prepared the open space plans for the Cities of Medford and Chelsea, MA. Because of their urban character, proximity to the City of Boston, MA, and waterfront access, recommendations of the two plans included streetscape, sidewalk, and path improvements, with high priority given to fixing gaps in path connections between waterfront parks, creating continuous walking and

bicycling opportunities.

Jim managed development of the Northeast Sector Campus Plan at Massachusetts Institute of Technology (MIT). The plan contained a detailed analysis of walking patterns and emphasized connections between buildings and open spaces throughout the campus. The resulting plan improved integration with the campus-wide path system through overlapping interior and exterior path networks, provided for major entrances to MIT from surrounding streets, and improved the way major desire lines are served.

Jim was Project Manager and principal author of the award-winning Massachusetts Pedestrian Plan for the Massachusetts Highway Department (MHD). The plan provides a policy guide for cities and towns to improve walking environments and promote smart growth. It also provides guidelines to the MHD for using context sensitive design to accommodate pedestrians. Jim worked with a multi-agency Technical Advisory Committee, led a focus group, and conducted public meetings statewide.

Jim wrote chapters on the connection between land use and transportation for the New England Transportation Initiative, a cooperative effort by the six New England states to coordinate transportation policy for all modes. He compiled and summarized environmental regulations by state as a framework for transportation policy recommendations.

In New Hampshire, Jim was project manager for the Route 16 Public Involvement Plan for the Department of Transportation (NHDOT). He guided a three-year corridor study, leading meetings, regional Citizen Advisory Committees (CAC), and a facilitation workshop for NHDOT and Regional Planning Agency staff.

In Vermont, Jim was task leader for the public involvement and agency coordination for the accelerated Environment Impact Statement (EIS) for Circ-Williston transportation corridor in Chittenden County. He overcame public controversy, a lawsuit and court injunction through coordinated public information and involvement with the community and municipal officials. He managed the website, prepared EIS sections on historic, cultural and recreation impacts, prepared and presented complex analysis, and edited major reports.

Jim was principal author of a key master plan in the development of Boston Harbor Islands State Park, now a National Recreation Area. Working with state agencies, Jim analyzed the ten major publicly owned islands and developed concepts for improvements. He emphasized pedestrian and bicycle paths that accessed unique features of all parts of the islands, with interpretive materials to increase awareness of environmental and historical themes. The water transportation system limits visitor numbers consistent with the environmental sensitivity of each island.

Jim worked on environmental documentation for three transit-oriented housing development projects adjacent to commuter rail stations with service to the City of Boston, MA. He worked closely with site and traffic engineers to improve the on-site pedestrian circulation. Off-site improvements to be provided by the developer included improved pedestrian crossings, new sidewalks connecting sites to commuter rail stations and shopping districts, and multi-use paths to increase the attractiveness and usefulness of open space.

Jim prepared a Planned Unit Development (PUD) zoning bylaw for commercial and industrial development in the Town of Reading, MA. Working with the Planning Board and development consultants for the landfill site, Jim developed regulations that provided appropriate control over the form and intensity of development and presented the proposed zoning at a public hearing. The zoning bylaw was adopted at the Town Meeting. Jim also managed the study of capital facility costs for the Town of Middletown, RI due to growth in the areas of schools, public safety, open space, public works, and sewers. The Development Impact Fee Study led to the implementation of a school-based development impact fee, and a sewer connection fee to fund capacity improvements through removal of infiltration and inflow. The work included drafting the impact fee ordinance.

For the Massachusetts Central Artery/Tunnel (CA/T) project, Jim managed preparation of the Supplemental Environmental Impact Statement /Report (SEIS/R) on the I-93 Charles River Crossing; the volume included an extensive mitigation plan emphasizing new parks and multi-use paths throughout the project area. He also wrote chapters on land use, open space, the Section 106 review and 4(f) Evaluation in the Environmental Impact Statement/Report (EIS/R). Jim wrote and edited the Bridge Design Review Committee's Final Report which resolved the controversy surrounding the CA/T's Scheme Z, leading to the alternative now known as the Leonard P. Zakim Bunker Hill Bridge and associated park land.

For the Massachusetts Highway Department, Jim coordinated project permitting under National Environmental Policy Act (NEPA) and state environmental regulations for several highway projects including the Route 1/Walnut Street bridge reconstruction in Saugus and the Route 2 Crosby's Corner reconstruction.

Professional Activities

- American Institute of Certified Planners (AICP)
- Member, American Planning Association (APA)
- Treasurer, Massachusetts Association of Planning Consultants
- Member, Women's Transportation Seminar (WTS)
- Treasurer, Friends of Hemlock Gorge
- Hiking backpacking leader and instructor, AMC Boston Chapter

Education

- Master of City Planning, Massachusetts Institute of Technology, Cambridge, MA, 1978
- Bachelor of Science in Physics, University of Michigan, Ann Arbor, MI, 1969

Daphne Politis, AICP

Principal, Community Circle

Introduction

Daphne Politis is a certified facilitator and has designed, managed and implemented a large number of participation processes in municipalities as well as user needs evaluations in a variety of other settings. She believes that a meaningful participation process should identify perceptions, solicit concerns and ideas regarding a better future, build consensus, deal with conflict and result in community building. An additional goal of the process is that of educating the public to ensure that participants understand the issues, the possibilities and ultimately the recommendations and how they reflect or incorporate their input.

Daphne uses traditional methods of public participation such as visioning sessions, community meetings, workshops, focus groups, roundtable discussions, design charrettes, individual interviews, and questionnaires. She also employs more innovative methods including involving youth, use of cameras, drawing, wishing wall, cable TV show, suggestions box, and holding meetings "booth style" where participants can wander into issues of interest. In each case, she designs the process to best meet the goals of the project and those of the specific community.

Selected Project Experience

For the Canton, MA Master Plan, Daphne conducted town-wide visioning sessions with break out groups, using survey results to develop the meeting format. She placed a suggestion box in the Town Hall and posted a wishing wall in the library where residents could register their concerns and desires. She held neighborhood workshops with residents documenting their concerns on neighborhood maps. She conducted a focus groups and "leadership interviews" with each Town department, board, committee and commission. She organized a fifth grade class' participation in visioning sessions and in the master plan as a class assignment. They researched the history of their town, interviewed elderly residents, surveyed fellow students and delivered a report and power point presentation of their work at public meetings. She then set up a master plan "booth" at town-wide events, and created a website for resident input on the master plan.

For the Tyngsborough, MA Master Plan, Daphne conducted visioning sessions with the Master Plan Steering Committee and roundtable discussions with Town officials, involved school children of all ages creating drawings, essays, and poems expressing their thoughts regarding the future of their town, produced a cable TV show of resident interviews "all around town", and held public meetings to review each plan element, including a meeting outside of a crafts fair.

For Portsmouth, NH, Daphne consulted to Study Circles – a citizen participation process whereby a large number of residents meet regularly in small groups to discuss issues of concern. She held public meetings to review plan recommendations, and organized and managed involvement of school children. Portsmouth middle and high school students formed Teen City Group 20/20 in order to provide their input into the planning process. They surveyed their fellow students, produced video tape, wrote essays, created drawings, wrote a report and created a joint power point presentation which they delivered to the Mayor and City Council.

For the New Bedford, MA Master Plan, Daphne held focus groups in residents' living rooms, and worked with art and English teachers to create children visioning sessions: drawing and surveying their parents. She distributed disposable cameras for residents to document what they did and didn't like about their community, dedicated a "master plan phone hot line" for people to call with comments, and participated on a radio talk show to discuss master plan issues.

For the Lynnfield, MA Master Plan, Daphne held workshops with break out groups focused on documenting historic activities and uses with the purpose of understanding what was once there and now was lost and to identify what the residents would like to bring back. She held public meetings to solicit input and then subsequently to provide feedback on plan recommendations.

For the Springfield, MA Master Plan, Daphne held a workshop with booths for each master plan issue "manned" by residents, consultants, and other "experts" to discuss concerns, collect input and provide information to residents, who then voted to prioritize concerns under each issue.

For the Concord, MA Comprehensive Long Range Plan, Daphne held visioning sessions with the Planning Committee, roundtable discussions with Town officials, and public meetings to develop goals, policies and to prioritize issues. She displayed children's visioning drawings in Town Hall, and used the results of "mind mapping" exercises to design preliminary meeting materials.

For the Lexington, MA Vision 20/20 and Town Center Plan, Daphne conducted a telephone survey to identify issues before designing meeting materials, held town-wide visioning sessions with break out groups, organized a "Stakeholder's Summit" where all town boards, committees, commissions and departments working on improving the town center shared on-going projects, goals and plans for the future, and held a day-long planning and design charrette where over 100 residents, town officials, and merchants discussed and sketched their desired future for the town.

For the Somerset, MA Downtown Plan, Daphne held a meeting outdoors in Bristol, Rhode Island, considered a model for what the town wanted to look like. She identified desirable elements (e.g. blade signs, continuous street edge, etc.) while leading a walking tour. Further discussion of issues was held in a local coffee shop where she conducted a visual preference survey with images from other towns. For the Town's Master Plan, Daphne held a series of public meetings and workshops, including one in a local museum where participants visited the exhibits first to examine objects, photographs and maps of the town in days past. They then applied these materials to identify best future use of planning zones and centers.

For the Medfield, MA Downtown Vision and Action Plan, Daphne held a visioning workshop and charrette for residents and merchants to develop a vision for the future of the town center. Participants were shown a slide show and viewed information booths followed by small group discussions. Daphne held a follow up meeting in a downtown art gallery to review the vision and concept plan, and develop an action plan outlining steps necessary to implement the plan.

Education

- Master of City Planning, Massachusetts Institute of Technology, Cambridge, MA, 1985
- Bachelor of Arts in Psychology magna cum laude, Boston University, Boston, MA, 1982

Brian Barber

Town Planning Consultant and Senior Associate

Comprehensive Master Planner with Specialties in Housing and Economic Development

Introduction

With over thirty years of experience in comprehensive planning and growth management, Brian has completed numerous master plans, land use, zoning and public facilities planning studies involving capital budgeting, costs of community services, open space, housing, environmental impact assessment, economic development, fiscal impact analysis, transportation and facility siting. He is a Senior Associate at Planners Collaborative.

Brian was Technical Director for comprehensive development and master planning projects at Camp Dresser and McKee Inc. He was a principal with the Interchange Planning Group, and a senior planner at Skidmore, Owings, and Merrill. He was Director of Research for the American Institute of Planners in Washington, DC, and has served as a land use planning consultant to municipalities in Rhode Island, Massachusetts, New Hampshire, New Jersey, New York, and California. Brian has been qualified in Massachusetts for the EO 418 Community Development Plan Program under nine of the twelve planning topics.

In addition to his extensive consulting experience, Brian has distinguished qualifications as an educator, having taught urban and transportation planning at Harvard University's Graduate School of Design, and at the University of Rhode Island. He taught "Urbanization and the Environment," "Metropolitan and Regional Development Planning," "Urban and Regional Land Use Policy" and "Urban Planning and Decision Theory" at Boston University's Department of Urban Affairs and Planning over a 22 year period.

Selected Project Experience

Brian has led or been part of several Town and City master plans and master plan updates throughout Massachusetts. Brian led a team of planners that completed master plans for the Towns of Tyngsborough, Holden, MA and the City of Fall River, MA. For the Town of Lynnfield's Master Plan, Brian aided in its completion using state specifications in the Executive Order 418 Program. He directed community master plan updates, including recommendations for land use and environmental regulations for the Towns of Agawam, Sudbury, Middleton, and Mashpee, MA. Brian prepared elements for master plans in the Towns of Dennis, Norfolk, Rockland, Harwich, Scituate, Wilmington, Fairhaven, Millis, and Millbury, MA. He was project director for the preparation of an award-winning Millbury master plan.

Brian is an expert in zoning and related issues. Brian directed the preparation of a new planned unit development (PUD) zoning bylaw for the Driftway Area of the Town of Scituate, MA that resulted in a 600-acre mixed-use project. He wrote new zoning bylaws for the Towns of Charlton and Grafton, MA and revised major portions of zoning bylaws for the Town of Westwood, MA. He wrote new zoning provisions to encourage development of age-restricted housing, a senior center and enlarged commercial districts in the Town of Middleton, MA.

He has written chapters on topics including economic development, land use, zoning,

transportation, housing, community facilities, and plan implementation for master plans in the Towns of Ashland, Methuen, Framingham, Lynnfield, and Canton, MA.

Brian has done extensive work with visioning and outreach. Brian assisted in the visioning process for the Town of Canton, MA. He directed the survey work for a community outreach program in the Town of Acton, MA. For the Towns of Sherborn and Holden, MA, he surveyed town residents' attitudes on goals and objectives for future development, growth and management controls.

Brian conducted comprehensive market and planning studies for the Towns of Wareham (Onset Village), North Attleborough, Attleboro, Rockland, Orange and Sudbury, MA. In Medford, Chicopee, Somerville, North Adams and Watertown, MA, he prepared market and feasibility studies for downtown development projects.

Brian has been involved in mixed-use development plans in the Town of Medfield, MA and in an area surrounding an MBTA commuter rail station in Rockport, MA. He reviewed plans from Earth Tech for Pine Hills, a 3,000-acre mixed-use development in the Town of Plymouth, MA.

Recently, Brian prepared a fiscal impact analysis for three alternatives for reuse of military housing in Nahant, MA where he worked with attorneys from Sherin and Lodgen.

In New Hampshire, Brian prepared population and employment forecasts and impact analyses for an Environmental Impact Statement for the proposed Nashua Bypass dealing with the City of Nashua, and Towns of Hudson and Merrimack. He also conducted a detailed review of a proposed project to relocate and improve Routes 3 and 11 through the Towns of Belmont and Tilton and provided expert testimony for an associated court case.

In Rhode Island, Brian directed the preparation of the Comprehensive Plan for the City of Providence and was Technical Director for a Comprehensive Plan for the Town of East Greenwich. He served as consultant to the Rhode Island Governor's Office to prepare a master plan for the re-use of military property at Davisville, Quonset Point and the Newport Naval Base. Brian prepared portions of an environmental impact assessment for an abandoned naval air base in the Town of Charlestown, involving examination of 16 alternative site re-uses.

Professional Activities

- Charter Member, American Institute of Certified Planners (AICP)
- Full Member, American Institute of Planners (AIP)
- Former Professional Development Chairman, New England Chapter of the AIP
- Former Continuing Education Committee Chairman, Massachusetts Section of the AIP
- Former President, Massachusetts Association of Consulting Planners

Education

- Doctoral Studies, Massachusetts Institute of Technology, 1963-64
- Master of Urban Planning, University of Washington, 1962
- Bachelor of Science in Geography, Florida State University, 1960

Nicole Buxton, CPSM

Graphic Designer

Introduction

Nicole's experience over the past ten years has focused on graphic design and communications in support of marketing, branding, and business development for the architectural/engineering industry. Her responsibilities with Planners Collaborative encompass the design, layout, and production of all graphic materials in support of planning projects, documents, and marketing activities. In addition, she is frequently called upon to apply her writing and graphic skills to the enhancement of interpretive designs and visual tools in support of public participation and outreach programs, which are critical elements of the firm's planning projects.

Nicole is an expert with the latest Adobe Creative Suite of software, including Photoshop, Illustrator, and InDesign. These programs allow Nicole to prepare photo simulations, illustrated plans, and layouts of presentation collateral and boards. Over several years, Nicole has produced numerous MS PowerPoint presentations, presentation boards for public meetings, collateral materials for client fundraising purposes, direct mail campaigns, and website forums for public participation efforts. Nicole regularly tackles the challenge of distilling and organizing information in a manner that legibly conveys the desired message through the proper medium, print or electronic, to the target audience. She is proficient in both PC and Mac platforms.

Selected Project Experience

For the Town of Acton, Nicole worked on graphic design pieces for the Acton Outreach process including creating a brand identity for the project, designing and maintaining a project website, layout and print production on residential and business surveys, and the design of meeting announcement including banners, a-frames, and flyers.

Nicole has worked on several master planning reports. She designed the layout of the BallardVale Village Master Plan, a transportation and greenspace planning project in the Town of Andover, MA. She also provided design and layout guidance to a landscape architect for an award-winning historic master planning report for Wilcox Park in the City of Westerly, RI, and designed the layout of a master planning document for four parks in the City of Nashua, NH.

For the Federal Aviation Administration's New England Regional Airport System Plan (NERASP), Nicole designed the layout for a 50-page report document. The report included graphs, bar charts, and other statistical data for each of eleven airports in the region.

For the Massachusetts Executive Office of Transportation (EOT), Nicole designed a website and meeting announcements as part of the public outreach for the Massachusetts Bicycle Plan Update project.

Nicole worked on a series of collateral materials for the United We Ride program at Planners Collaborative. The materials are intended to facilitate better cooperation among disparate government agencies involved in the program. Program materials were flexibly interchanged to allow for customization and included a folder, PowerPoint template, brochures, and handouts. Materials are all designed for 508-compliance for accessibility.

Nicole has designed the logo, identity, mailers, and collateral for the non-profit Gloucester Educational Foundation, an organization whose purpose is to raise funds to augment and expand program offerings in the Gloucester Public Schools. Products have included direct mail campaigns, annual reports, and fundraising appeals.

At Planners Collaborative, Nicole has worked on developing an informational brochure for the Massachusetts Bay Transit Authority's (MBTA) Fairmount Line. The double-sided four-page brochure has been designed to educate the public on the current status and future plans for the commuter line and to develop awareness of public involvement opportunities.

Nicole served as Graphic Designer for the Central Artery/Tunnel (CA/T) Wharf District Park design team. A 14 million dollar project in the heart of Boston's downtown, the Wharf District Park is the most visible portion of the proposed new Rose Kennedy Greenway that occupies the space over the depressed Central Artery. With a varied and extensive stakeholder group, including residents, business owners, cultural institutions, and state and local offices, it was imperative to communicate effectively to a diverse audience. To help accomplish this, Nicole worked closely with various members of the design team, including the national and local landscape architects, historians, community members, and state officials to create PowerPoint presentations and collateral for public participation meetings. She often prepared and distributed these presentations on CD to interested stakeholders.

Professional Activities

- Certified, Certified Professional Services Marketer (CPSM), 2006-present
- Member, Society of Marketing Professional Services (SMPS), 2002-present
- Member, Women in Transportation Seminar (WTS), Boston Chapter, 2006-present
- Awards Coordinator, SMPS Boston Awards Committee, 2003-present
- Member, Membership Committee, WTS Boston, 2006-present
- Presenter, "Professional Services Marketing," University of Massachusetts, Boston, 2004
- Presenter, "Making a Splash: Preparing Your SMPS Boston Awards Submission," SMPS Boston Workshop, 2006

Education

- Bachelor of Arts in Art (Architecture & Urbanism) cum laude with thesis honors, Smith College, Northampton, MA, 1998
- Certificate in Digital Graphic Design, New England Institute of Art, Brookline, MA, 2004

William Giezentanner

Director of Natural Resource Management

Introduction

Bill is an environmental planner, landscape designer, resource management specialist, and Geographic Information Systems (GIS) expert with thirty years of planning and design experience on projects involving outdoor recreation, tourism, conservation, historic preservation, interpretation of natural resources, public education, and non-profit facility development.

Bill's prior positions include: Chief Planner for the Massachusetts Audubon Society, Boston Harbor Islands Park Planner for the Massachusetts Department of Environmental Management, Charles River Pathway Planner for the Newton Conservation Commission, Park Planner for Newton Conservators, and Director of Open Space Development Planning for the Metropolitan Area Planning Council (MAPC).

Selected Project Experience

Bill has worked on master plans for the Towns of Millbury, Millis, Holden, Fall River, Tyngsborough, Lynnfield, Methuen, and Fairhaven, MA and Amherst, NH. He developed a master plan for the Southern New Hampshire Nature Center, including strategies for securing neighborhood and planning board approvals, schematic designs and suggested alternative nature center locations. For the Lower Neponset River Reservation Master Plan, he analyzed ways to retain environmental features in a dense urban corridor, and to feature them in a trail and access system to promote better use and protection of the river corridor. At the MAPC, Bill directed the preparation of the Boston Harbor Islands State Park Comprehensive Plan and supervised a staff working on regional planning, conservation and open space projects with a variety of state and local agencies. He prepared a master plan and feasibility study for a statewide system of nature centers for the Vermont Institute of Natural Sciences.

Bill worked on open space plans for the Towns of Fairhaven, Holliston, and Needham, MA, a wildlife corridor protection plan for the Town of Sherborn, MA, and an open space and recreation plan for the Town of Millbury, MA. He prepared natural resource management plans for conservation areas in the Towns of Bridgewater and Westford, MA.

Bill completed a management plan and environmental impact review for the Jug End State Reservation and Wildlife Management Area for the MA Department of Environmental Management and Department of Fisheries, Wildlife and Environmental Law Enforcement.

Bill prepared the Charles River Pathway Plan for the City of Newton, MA's Conservation Commission. This work included numerous neighborhood meetings and walking tours along the proposed pathway for neighbors and residents. He also prepared schematic park designs for Norumbega Park and the Novitiate land in Newton. Both projects were responding to development threats and resulted in the City's decision to acquire the sites for park land.

Bill worked on a redesign of the Town of Bourne, MA's Scenic Park, on the Cape Cod Canal, to reduce the stress of human activities on the area's environmental resources. Nearby, he helped develop a streetscape design plan for the Village of Onset in Wareham, MA.

At the Harvard Graduate School of Design, he developed a Geographic Information System analysis of land use laws for the North River Watershed.

For the Massachusetts Audubon Society, Bill prepared GIS maps of Felix Neck Wildlife Sanctuary on Martha's Vineyard that track the loss of coastal grassland habitat over the past 70 years.

While at Massachusetts Audubon Society, Bill directed a team of biologists and ecologists to develop ecological management plans for several Sanctuaries, including Moose Hill Wildlife Sanctuary in the Town of Sharon, MA. These plans balanced the human uses of the land with the needs to protect fragile ecosystems.

Also at the Massachusetts Audubon Society, Bill and a botanist prepared an environmental analysis of the impacts of Park Plaza development proposals on the vegetation in the Boston Common and Public Garden that resulted in limitations on the building envelopes.

Bill was Project Manager at the Massachusetts Audubon Society for the planning, design, and construction of numerous facility improvement projects including: Trailside Museum Exhibits renovations, Laughing Brook Ecosystem Exhibits and Visitor Center, South Shore Visitor Center, and integrated graphics for signs, newsletters, brochures, and maps. He was Project Manager for the planning, design and construction of visitor centers for Broadmoor and Wellfleet Bay Wildlife Sanctuaries. These buildings include innovative solar heating, energy and water conservation technologies such as day lighting and composting toilets.

Professional Activities

- Visiting Lecturer, City/Regional Planning, Harvard Graduate School of Design (GSD)
- Research Associate and Visiting Critic in Landscape Architecture, Harvard GSD
- Recipient, National Endowment for the Arts teaching grant for "Conservation of the Manmade Environment," a GSD program for designers, local historical commissions
- Recipient, National Endowment for the Arts planning and design grant to develop a plan for the rehabilitation of vintage military structures on Peddocks Island in Boston Harbor
- Recipient, "Environmentalist of the Year" Award from the Newton Conservators
- Board of Directors/Newsletter Editor, Boston Area Returned Peace Corps Volunteers
- Recipient, Newsletter Editing and Design Awards, National Peace Corps Association
- Member, National Trust for Historic Preservation, American Planning Association

Education

- Master of Regional Planning, Cornell University, Ithaca, NY, 1968
- Bachelor of Urban Planning, University of Washington, 1966

William Schwartz, AICP

Vice President, Transportation Group

Introduction

Bill Schwartz is an urban planner and multimodal transportation specialist with more than 24 years of professional consulting experience. Bill's work experience includes projects for all levels of government as well as for institutional and private clients. He is an experienced project manager with expertise in traffic, parking, non-motorized transportation, campus planning, impact analysis, development review and permitting, and public involvement. His previous positions include Transportation Planning Manager at the Louis Berger Group, Senior Associate at Cambridge Systematics, and Project Manager at Vanasse Hangen Brustlin (VHB).

Bill has volunteered on various boards and committees in the Town of Brookline, including the Transportation Board, the Comprehensive Plan Committee, and the Override Study Committee. He currently Co-Chair of the Parking Committee.

Selected Project Experience

Bill is leading the firm's efforts on the Safe Routes to School Infrastructure Program with the Massachusetts Executive Office of Transportation (EOT). He served as project manager for the recently completed Massachusetts Bicycle Transportation Plan, also for EOT. He is Principal-in-Charge for the firm's work with the Federal Transit Administration (FTA) as well as its other projects with EOT.

Bill has provided services to the Massachusetts municipalities of Andover, Boston, Brookline, Cambridge, Lowell, Marlborough, Middleton, Nantucket, Norwood, Pittsfield, Provincetown, Randolph, Sherborn, Springfield, Watertown, Wellesley, and Winchester. In addition, he worked on the South Acton commuter lot while with VHB in the early 1990s.

Bill served as Project Manager for a review of alternative intersection configurations for three new traffic signals and one upgraded signal in the Town of Winchester, MA. Bill offered testimony before the Winchester Board of Selectmen regarding the proposed designs and traffic operations. He also developed the transportation component for their strategic plan.

Bill has prepared numerous transportation impact studies for projects for private developers, medical and educational institutions, and private associations in urban and suburban settings, including the CanalSide commons mixed-use development in the Town of Bourne, MA, the reuse of the historic Watertown (MA) Arsenal, a new clinical services building for Boston's Beth Israel Hospital, a new dormitory for Boston's Suffolk University, and several projects in Stratton, VT.

Bill was Project Manager for a study of Waterborne Passenger Transportation Services for the National Parks of New York Harbor. This study involved developing estimates of passenger demand, identifying promising ferry routes, and laying out a strategy for service implementation.

Professional Activities

- Member, Institute of Transportation Engineers (ITE)
- Member, American Planning Association (APA)
- Presenter, APA; “Harnessing the Power of the Internet to Enhance Citizen Participation,” National Planning Conference, 2006; “Technology Solutions for Public Involvement,” Southern New England Meeting, November 2005.
- Presenter, “Web-based Public Involvement, What you Need to Know,” North Atlantic Transportation Planning Officials Annual Meeting, August 2005.
- Editor, “Pedestrian Transportation: A Look Forward,” TRB, Millennium Papers, A3B04: Committee on Pedestrians. W.L. Schwartz (Editor), R. Blomberg, G. Jordan, R. Killingsworth, C. Konheim, 2000.
- Presenter, “Traffic Calming Implementation at the Municipal Level,” American Society of Civil Engineers Annual Congress, October 1999.
- Co-Author, “Forecasting Bicycle and Pedestrian Travel: State of the Practice and Research Needs,” Porter, C; Suhrbier, J; Schwartz, WL. Transportation Research Record—Journal of the TRB 1674, 1999.
- Presenter, “If You Build It, Will They Come? Forecasting Bicycle and Pedestrian Demand,” ProBike/ProWalk 98, 1998.
- Presenter, “Non-motorized Travel Demand: Research Status Report,” TRB Meeting, 1998.
- Presenter, “Developing a Bicycle Friendly Environment in Newport, Rhode Island,” ITE International Conference on Sustainable Transportation, 1997.
- Presenter, “Data Collection and Analytical Methods to Support Congestion Management Systems,” 1995 TRB Transportation Planning Methods Applications Conference, and ASCE Transportation Congress, 1995.
- Presenter, ITE Annual Meetings; “Private Transportation Services in Boston, Massachusetts: A Response to Market Demand,” 1997; “Privately Financing Transportation Improvements in Boston’s Longwood Medical and Academic Area,” 1993; “Developing Urban Office Trip Generation Rates in Cambridge, Massachusetts,” 1989.

Education

- Master of Science in Transportation, Massachusetts Institute of Technology, 1984
- Bachelor of Arts in Government and Geography, Clark University, 1981

David Walsh, AIA, ASLA, LEED®

Director of Landscape Architecture and Urban Design

Introduction

Dave Walsh has over twenty-five years experience as both a landscape architect and an architect and is fluent in all aspects of contract administration, design, and construction administration. Dave's area of focus is sustainable design issues and "green design" and he has earned designation as a U.S. Green Building Council (USGBC) LEED® Accredited Professional.

Dave's project portfolio includes works in across New England, the American Midwest, and the Middle East. Dave's responsibilities at Planners Collaborative include all aspects of design, construction documentation and observation, community presentation, and agency coordination.

Selected Project Experience

The Washington Square Bus Terminal in Haverhill, MA is a main transfer point for the Merrimack Valley Regional Transportation Authority (MVRTA) surface transport system. Dave, as project manager of the landscape architecture and site improvement component of the project, was responsible for site design and project coordination. Fronting on Washington Street in downtown Haverhill, the design responded with a strong edge along the street that provided for pedestrian travel and plaza activities. The site also abutted the Merrimack River, providing the opportunity to embrace the water through the incorporation of a pedestrian ramp from plaza level to the top of the floodway where an overlook provides for fishing and river views.

Dave was project manager for site improvements to the Senator McGovern Transportation Center in Lawrence, MA, an important link to metropolitan Boston, for the Merrimack Valley Regional Transportation Authority (MVRTA). Dave's design responded to commuter use by car, bus, and train while focusing on the pedestrian. The design features a seating wall that provides shade and seating opportunities, foundation plantings to soften the facility edge, plantings and street lights to strengthen a connection to adjacent Merrimack Street, and public art. Dave has also worked on various neighborhood park and trail designs in Lawrence.

Dave was landscape architect for the Orange Line Ruggles Street Station in Boston. His site design formed a linkage between Northeastern University campus to the north and the community of Roxbury to the south via plantings and pathways directing pedestrian movement to the monumental station entries while providing a level of human scale and comfort for users.

Dave provided construction administration duties, including shop drawing review, field observation, clarification sketches, and Request for Information (RFI) responses for several parks and streetscapes for the Central Artery/Tunnel Surface Restoration in Boston, MA.

Dave was project manager for the landscape design of Southbridge Office and Conference Center in Southbridge, MA, a nine-acre mill site along the Quinebaug River. Dave resolved site problems through functional and aesthetic design featuring pavers, lighted bollards, seating and signage. An open-air courtyard links the conference center with the hotel. The ground-floor public spaces access a pedestrian dining terrace adjoining a grassy meadow.

Dave worked with the project architects on to convert the NECCO Center, located in the heart of the biotechnology and pharmaceutical business community in Cambridge, MA on 3.3 acres, to a multi-use development with commercial, retail, and residential programming. Dave was responsible for designing a new outdoor dining courtyard and entry approach.

Dave was project manager on the Greylock Center project in Adams, MA. A mixed-use project in the Berkshire Mountains, this resort with its 18-hole golf course, hiking trails, and nature education center, is considered an economic catalyst for a rural area of Massachusetts and a model in sustainable public/private development. Natural and recycled materials, native vegetation and composting are used throughout the site. All facilities are densely clustered to minimize environmental impact.

Dave has been involved on a number of planning, design and horticultural projects for the Harvard Business School in Boston, MA, including Baker Hall Courtyard, McCulloch Hall Entrance, Mellon Hall Entrance, Kresge Hall Entrance, Spangler Quadrangle, South Campus Planning and the Western Avenue Edge Planning. One project was the redesign of the campus's major vehicular entry at Gordon Road. This project involved the removal of existing entry elements, and the subsequent layout of walks, planting, lighting, and signage location.

Dave was the project manager for Brattleboro, VT's World Learning Center's first comprehensive campus master plan. Faced with a significant increase in student population and a need for academic space, Dave worked with the college to develop a plan for future building sites and an overall campus landscape plan approach. The approach was to create a memorable visual impression of the campus upon arrival, to take advantage of the views, and to organize the campus around a strong, scenic landscape.

Professional Activities

- Registered Architect, Massachusetts #6328, Michigan #130-10-39950
- Accredited Professional, United States Green Building Council (USGBC) LEED®
- Member, The Green Roundtable, Inc. & Green Roofs for Health Cities, North America, Inc. & United States Green Building Council (USGBC)
- Member, American Institute of Architects (AIA) & Boston Society of Architects, (BSA)
- Member, American Society of Landscape Architects (ASLA) & Boston Society of Landscape Architects (BSLA)
- Panel Participant, Design by Collaboration, BuildBoston Convention, 2002

Education

- Master of Landscape Architecture, University of Oregon, 1980
- Bachelor of Architecture, University of Oregon, 1978

Thomas Groux

Municipal Consultant and Founder, Groux and Associates

Introduction

Thomas Groux, a former town manager, served as the first town manager in three Massachusetts towns and founded Groux and Associates in 1999. The firm is a management consulting firm focusing on the needs of local government, with experience in the areas of charter studies and implementation of charters, executive recruitment, interim management services, and consolidation and organizational studies.

Tom is a municipal consultant and highly successful public administrator with expertise in local and state government and higher education. His city and town management experience extends to Massachusetts, New York, New Jersey and Connecticut. He has extensive experience working with Boards of Selectmen and City/Town Councils as consultant and as local official.

Selected Project Experience

Working with local government study committees, or Charter Commissions, Tom advises on forms of government and organization including drafting Home Rule Charters, Special Acts, and optional forms of organization appropriate to the desires and needs of the community. His firm also conducts objective analysis of municipal departments and offices and makes recommendations to town officials for improved operations at reduced costs. These areas include finance, public works, planning and development, code enforcement, law enforcement, health and human services, and general administration.

In Massachusetts, Tom has been Town Manager in Chatham, Duxbury, and Winchester. He has also served as Interim Manager in the Massachusetts Towns of Bourne, Wellfleet, Natick, and West Boylston. During vacancies in key management positions, such as town managers and administrators, Groux & Associates provides interim management services for limited engagement periods. Normally these engagements are for two to four days per week and last for two to five months depending on the needs of the municipality.

Tom and his firm also recruit Town Managers and other key town officials in an efficient manner, saving time for elected Boards of Selectmen and other appointing authorities while ensuring that the recruitment process is thorough and productive and that well qualified candidates are brought to the attention of the community leaders responsible for hiring these professional administrators.

Tom has been Township Administrator and Planning Board Member in Howell, NJ, Assistant City Manager and City Manager in Yonkers, NY, Village Manager and Village Clerk in Hastings-on-Hudson, NY, and Assistant Town Manager and Acting Finance Director in Groton, CT.

Professional Activities

- Life Member, International City/County Management Association (ICMA)
- Member, American Institute of Planners, Washington, DC
- Former Board Member, Massachusetts Municipal Association (MMA)
- Former Member, Local Government Advisory Council (LGAC)
- Dean of Finance and Administration, Middlesex Community College
- Adjunct Faculty, Leslie College, Cambridge, MA (Labor Relations and Personnel)
- MA Joint Labor/Management Committee (JLMC), Police and Fire Contract Issues
- Founding Member, Massachusetts Municipal Depository Trust (MMDT)
- Squadron Commander, U.S. Air Force (Captain)

Education

- Graduate School of Public Administration, New York University, New York, NY
- Bachelor of Science in Political Science, Fordham University, New York, NY

Martha Lyon, ASLA

Landscape Architect and Proprietor, Martha Lyon Landscape Architecture, LLC

Introduction

Martha Lyon offers design, historic preservation and planning services to clients throughout New England and New York State. She specializes in the treatment of historic landscapes, and her firm has completed over 70 such projects. Included in these are work for the Emily Dickinson Homestead in Amherst, MA, Winthrop Street Cemetery, Town Green and Lopes Square in Provincetown, MA, Maple Street Cemetery and Veterans' Memorial Park in Adams, MA, North Park in Fall River, MA, Pine Grove Cemetery, Valley Cemetery and Stark Park in Manchester, NH, and the historic Warren and Polly Hull House in Lancaster, NY. Clients have included state and municipal governments, as well as non-profit organizations.

Martha holds a master's degree in landscape architecture and is registered to practice landscape architecture in the States of Massachusetts, Connecticut and Rhode Island. She has published numerous articles and delivered lectures on historic landscapes, and is an adjunct professor of landscape architecture at the University of Massachusetts. She has received multiple awards from the Manchester (NH) Historic Association, American Society of Landscape Architects, and American Planning Association for her work in preservation planning and historic restoration.

Selected Project Experience

Martha Lyon Landscape Architecture (MMLA) was recently hired with Community Preservation Associates and Earth Tech, Inc. to prepare a comprehensive master plan for the Town of Amherst, NH. The town, now a bedroom community for Manchester, Concord, Nashua, NH and Boston, MA is under tremendous pressure to grow. To help plan for that growth, MMLA inventories, assesses and makes recommendations for preserving the town's historic and cultural resources.

MMLA collaborated with Community Preservation Associates and Earth Tech, Inc. on a comprehensive master plan for the Town of Holden, MA. MMLA inventoried, assessed and made recommendations for preserving the town's historic and cultural resources. A major plan recommendation was preservation and sensitive redevelopment around the historic Holden Common, established as a public green space in 1839.

The Town of Medfield, MA hired MMLA and a team of professional planners to create a vision for improvements to the downtown. The project included design workshops for the citizens and merchants of Medfield, and information sharing about the visioning process through the town's website. Martha participated in the Visioning and Action Plan, including recommendations for future land uses, zoning changes, and streetscape improvements, all designed to restore historical elegance, upgrade vibrancy, and encourage greater public use of the downtown.

In conjunction with the Massachusetts Bay Transportation Authority's (MBTA) plans to upgrade the Rockport commuter rail station, MMLA along with Community Preservation Associates and Earth Tech, Inc. was hired to formulate an improvement plan for the station

MARTHA LYON

LANDSCAPE ARCHITECTURE, LLC

environs. In addition to land-use changes and zoning amendments, the plan will include a conceptual design for the landscape - vehicular ways, pedestrian ways, parking, plantings, signs, lights and seating. Once improved, the Rockport Train Station will provide a positive first impression for visitors to this historic seaside town.

Professional Activities

- Licensed in landscape architecture in MA (#1298), RI (#417) and CT (#1035)
- Adjunct Faculty Member & Visiting Instructor, University of Massachusetts at Amherst, Department of Landscape Architecture & Regional Planning
- Certified by the Council of Landscape Architectural Review Boards Doctoral Studies, MIT
- Member, Alliance for Historic Landscape Preservation
- Member, American Society of Landscape Architects/Historic Preservation Interest Group
- Member, Association for Gravestone Studies
- Member, National Trust for Historic Preservation/Preservation Forum
- Commissioner, Elm Street Historic District Commission, Northampton, MA
- Former Design Review Board Member, Town of Amherst, MA
- Former Member, Public Art Planning Committee, Amherst Arts Council, Amherst, MA
- Former Board Member, Porter-Phelps-Huntington Foundation, Inc., Hadley, MA
- Former Board Member, Association for Gravestone Studies, Greenfield, MA
- Former President, Board Member, Benefit Auctions Chair, Long-Range Planning Committee Chair, Saratoga Springs Preservation Foundation, Saratoga Springs, NY
- Former Program Officer and Review Panelist - General Operating Support Program, MA Cultural Council (MA Council on Arts and Humanities), Boston, MA
- Panelist and presenter, 2007 Rhode Island Statewide Historic Preservation Conference and 2006 Massachusetts Statewide Historic Preservation Conference
- Presenter, Association for Gravestone Studies Annual Conference, Newton, MA, 2001
- Lecturer, Dept. of Landscape Architecture & Regional Planning, UMass Amherst, "Landscapes of Passage, Landscapes of Death: A History of American Cemetery Design", 1998
- Lecturer, Chapman Museum, "Park, Cemetery, Estate & Garden: Glimpses of America's Victorian Landscape," Glens Falls, NY, 1997
- Speaker, New York State Conference of Landscape Architects, Annual Conference, "Mount Hope and Riverside Cemeteries: A Case Study," 1996
- Presenter, Fundraising for archival preservation projects, American Society of Archivists, Preservation Institute, Andover, MA, 1987
- Panelist, ZONE Art Center public art and sculpture forum, Springfield, MA, 1988
- Panelist, Conference on public history, UMass Department of History, Amherst, 1987

Education

- Master of Landscape Architecture, University of Massachusetts (UMass) Amherst, MA
- Bachelor of Arts in Art History, Colgate University, Hamilton, NY
- Studies in British Art / Architectural History, Mansfield College, Oxford University, England

Ronald Ruth

Attorney and Partner, Sherin and Lodgen LLP

Introduction

Ron is a partner in the firm of Sherin and Lodgen LLP, chair of the Real Estate Department, co-chair of the Environmental Law Group and a member of the Management Committee. He concentrates on environmental, real estate and land use law. He has been admitted to the bar in the Commonwealth of Massachusetts.

Intensely involved in Brownfield issues, Ron has represented owners and tenants in connection with numerous sites that have been successfully redeveloped from abandoned manufacturing or industrial operations into commercial developments. He is particularly familiar with the complicated problems arising from the construction of projects undertaken on contaminated properties. In addition, Ron represents petroleum distributors and other marketers with regard to gasoline supply, real estate and the Petroleum Marketing Practices Act.

Ron is a frequent speaker at International Council of Shopping Centers (ICSC) and Massachusetts Continuing Legal Education seminars, including moderating annual programs concerning construction premiums arising from contamination and underground storage tanks. He has been a panelist in programs concerning the Massachusetts Endangered Species Act and Commercial Real Estate Basics, as well as many other programs sponsored by the Boston Bar Association and various business groups.

Ron is a member of the Editorial Board of *Development*, the national magazine of the National Association of Industrial and Office Properties (NAIOP). As an author, Ron contributed the chapter on "Zoning Opinions" to the treatise *Massachusetts Zoning and Land Use Law*. He previously edited "On the Hill," a publication of the Environmental Law Section of the Boston Bar Association, and served on the Boston Bar Association's Environmental Law Section's steering committee.

At the outset of his legal career, Ron was a Law Clerk to Chief Justice Alan Hale of the Massachusetts Appeals Court. He practiced at the Boston firm of Ropes & Gray and was Legal Counsel to the Massachusetts Department of Fisheries, Wildlife and Environmental Law Enforcement. He is a former member of the Secretary's Open Space Advisory Committee of the Massachusetts Executive Office of Environmental Affairs and a former member of the Tidelands Advisory Commission of the Massachusetts Department of Environmental Protection. Ron formerly was chair of the Town of Needham Community Preservation Act Committee and was a member of the Committee from 2003 to 2007. He is former chair of the Town of Needham Finance Committee and was a member of the committee from 1999 to 2003.

Selected Project Experience

Ron served as outside counsel regarding Brownfields, hazardous materials compliance and environmental compliance (and environmental insurance claims) to The Stop & Shop Supermarket Company (including Giant Food Supermarkets), which has over 500 locations throughout the Northeast and Mid-Atlantic.

Ron negotiated Prospective Purchase Agreement with Region 2 of Environmental Protection Agency (EPA) with regard to Brownfield redevelopment of CERCLA site (former airplane manufacturing facility) on Long Island, NY.

Ron represented a condominium developer in connection with Brownfield site in the Town of Norwood, MA, including negotiation of settlement of CERCLA claims in Region 1 of the EPA arising from former metal reclamation facility operations

Ron represented a waste hauler during Environmental Protection Agency investigation and claim for reimbursement by EPA and other PRPs for remediation in connection with CERCLA site in the Town of Attleboro, MA.

Ron represented manufacturers of electronic equipment in connection with disposition of real estate in California, Texas and other states.

Ron represented a major retailer in connection with environmental due diligence for acquisition of 180-store chain in South Carolina, Georgia, Florida, Alabama and Mississippi.

Ron represented an environmental engineering company in connection with negotiation of environmental insurance policy to support a \$12 million fixed-fee remediation project.

Ron represented numerous purchasers, sellers, landlords, and tenants in negotiation of environmental indemnities, purchase and sale agreements, lease provisions and environmental insurance policies as part of acquisition or disposition of real estate.

Professional Activities

- *Massachusetts Land Conservation Conference*, sponsored by The Trustees of Reservations' Putnam Conservation Institute and Massachusetts Land Trust Coalition, "The Massachusetts Endangered Species Act Working with Land Trusts" (2007)
- Boston Bar Association, Continuing Legal Education Seminar, "Recent Development in Land Use Permitting" (2007)
- Boston Bar Association, Public Interest Leadership Program, "All Politics is Local", Panelist (2006)
- Boston Bar Association, Environmental Law Section, "Massachusetts Endangered Species Act Regulatory Changes" (2006)
- Environmental Issues Arising in Leases, *International Counsel of Shopping Centers Law Conference*, October 2002
- "Brownfields Gray Soil Poses Extra Cost to Development," *Banker & Tradesman*, January 31, 2000
- Former Member, Boston Bar Association (Environmental Law Section) Steering Committee
- Former Chair, Boston Bar Association (Environmental Law Section) Legislative Committee
- Member, National Association of Industrial and Office Properties Economic Committee, Massachusetts Chapter

Education

- Northeastern University School of Law
- Allegheny College, B.A., *cum laude*

G. Relevant Experience and Prior Performance

G. Relevant Experience and Prior Performance

a. Relevant Experience of the Consulting Team

Planners Collaborative staff produce implementable plans in support of intelligent urban growth and redevelopment. Our experience includes successful planning results in over 50 municipalities in Massachusetts and elsewhere. Our plans address city, town and community challenges in land use, public infrastructure, transportation, and community and economic development.

Our approach to planning is strongly decision-oriented; we structure planning results to provide relevant and timely advice to guide the actions of decision-makers. We begin with a skillful synthesis of ideas, information, methodologies, and social objectives. We then conduct focused analyses to ensure that our recommendations are supported by sound information and technical analysis. For this we apply our knowledge and experience in a variety of fields, including planning, economics, engineering, urban design, public policy, program management, and the environmental sciences. To this we add crucial know-how in the mechanisms of plan implementation, such as zoning, environmental regulations and transportation initiatives that support practical strategies for the management of urban change.

Of great importance is our proven ability to incorporate technical information into the consensus-building process, using public education and involvement techniques that respond to the needs of each project. We have successfully managed partnerships among diverse constituencies, often with complex goals and shifting priorities, to deliver practical planning recommendations that can flourish in the political and administrative environment of municipal governments.

We apply the lessons of each of our previous projects — in terms of technical knowledge, communications know-how, and the intricacies of concept development — to achieve creative and appropriated successes for each new assignment.

The planning experience of our staff includes the following projects:

- **Master Plan for Boston State Hospital:** Prepared visioning and re-use Master Plan for Boston State Hospital property in Mattapan-Jamaica Plain, specifying land uses compatible with the Mattapan retail district
- **Marblehead Site Plan Review:** Prepared Site Plan Review guidelines for Marblehead to aid in the administration of that town's zoning by-laws
- **Canton Vision Plan and Master Plan:** Completed preparation of both Vision Plan and Master Plan for the Town of Canton, including writing and reviewing proposed zoning by-laws
- **Lynnfield Master Plan:** Completed a Master Plan for the Town of Lynnfield in 2003, including review of zoning
- **Wilmington Master Plan:** Completed a Master Plan for Wilmington in June 2001, including review of zoning

- **East Boston Land Use Planning:** Provided economic development and land use planning assistance for East Boston and developed basic concept for the East Boston Greenway
- **Regional Growth Management:** Prepared regional growth management/water resources protection plan for Burlington, North Reading, Reading, and Wilmington in the Upper Ipswich River Watershed
- **Zoning By-Laws:** Planners Collaborative staff authored zoning by-laws for Middleton, Rockport, Wilmington, Reading, Scituate, Charlton, Grafton, Westwood and other MA towns
- **Wellesley 40B:** Planners Collaborative staff assisted Town of Wellesley in reviewing a 40B application for a comprehensive permit multi-family project
- **Middleton Master Plan:** In 2000, completed a Master Plan for Middleton, MA, a town of 6,500 residents, including community visioning and plan development
- **Mashpee Town Center Plan:** Prepared a town center and environmental protection plan for Mashpee, MA, a town of 8,000
- **Commercial Area Revitalization Plans:** Prepared commercial area revitalization plans for Attleborough, and Onset Village in Wareham, MA
- **Downtown Revitalization Plans:** Prepared Downtown Revitalization Plans for projects in Attleboro, Medford, Wilmington, Rockland, Somerville, Lexington, and Adams, MA
- **Open Space Plans:** Prepared master plan and open space/recreation plans for Fairhaven and Millbury, MA
- **Lexington Visioning:** Conducted Phase I of a 20/20 Visioning process for Lexington, MA in 2000, involving for intensive meetings in a one-week period
- **Dartmouth Growth Management Plan:** Planners Collaborative staff directed the preparation of a Growth Management Plan for Dartmouth, MA, a town of 27,000 residents.
- **East Greenwich Comprehensive Plan:** Planners Collaborative staff directed the preparation of a Comprehensive Plan for East Greenwich, RI, a town of 12,000 residents
- **Providence Comprehensive Plan:** Planners staff directed the preparation of a Comprehensive Plan for Providence, RI
- **Master Plan Updates:** Prepared Master Plan updates for Towns of Agawam and Sudbury
- **Marblehead Capital Budget Plan:** Provided capital budget planning assistance to Marblehead, MA, a town of 20,000
- **Harwich Fiscal Impact Analysis:** Completed fiscal impact analysis for capital budgeting purposes for the Town of Harwich, MA, a town of 10,000 residents
- **Wilmington Town Center Plan:** Prepared a Town Center Plan, including traffic circulation plan and commercial revitalization strategy for Wilmington, MA

- **Holden Master Planning Survey:** Conducted a master planning and town management survey of residents in Holden, MA (pop. 15,000)
- **Sherborn Goals Survey:** Conducted a survey of residents of Sherborn, MA to determine a set of goals and objectives for master planning
- **Vision Development:** Prepared Phase I community visioning elements of Master Plans for Sherborn and Millis, MA

In addition to Planners Collaborative staff, we will be using three subconsultants as advisors in their respective areas of specialization.

Tom Groux is a municipal consultant and highly successful public administrator. He founded a management consulting firm focusing on the needs of local government, with experience in the areas of charter studies and implementation of charters, executive recruitment, interim management services, and consolidation and organizational studies. His municipal experience includes the following projects:

Charter studies and implementation of charters:

- Town of Bourne, MA
- Town of East Longmeadow, MA
- Town of Longmeadow, MA
- Town of North Attleborough, MA

Consolidation and organizational studies:

- Town of Belmont, MA (Government Study)
- MA Managers Association, Committee on Forms of Government (Research and Advice)
- Town of Nantucket, MA (Study of Building Department)
- Town of Nantucket, MA (Town Government Study)
- Town of Nantucket, MA (Misc. Studies, Board of Selectmen)
- Town of Walpole, MA (Organizational Study, Regulatory Process)
- Town of Webster, MA (Government Study)
- Town of Wellfleet, MA (Organizational Study)

Martha Lyon, Principal of Martha Lyon Landscape Architecture, is a landscape designer, specializing in historic preservation and heritage landscape planning services for clients throughout New England and New York State. Her planning experience includes the following projects:

- Amherst, NH Master Plan
- Holden, MA Master Plan
- Medfield, MA Downtown Visioning and Action Plan
- Rockport Train Station Improvement Plan
- North Park, Fall River, MA Master Plan

- Union Cemetery, Georgetown, MA Preservation Plan
- Bellamy-Ferriday House, Bethlehem, CT Landscape Plan
- Emily Dickinson Museum, Amherst, MA Cultural Landscape Report (CLR)
- Greenwich, CT Parks Cultural Landscape Report (CLR)
- Seaside Park, Marblehead, MA National Register (NR) Nomination
- Provincetown Public Library, Provincetown, MA Landscape Restoration
- Winthrop Street Cemetery, Town Green and Lopes Square, Provincetown, MA
- Brookfield Cemetery Gate, Brookfield, MA Restoration
- Maple Street Cemetery and Veterans' Memorial Park, Adams, MA
- Pine Grove Cemetery, Valley Cemetery and Stark Park, Manchester, NH
- The historic Warren and Polly Hull House, Lancaster, NY

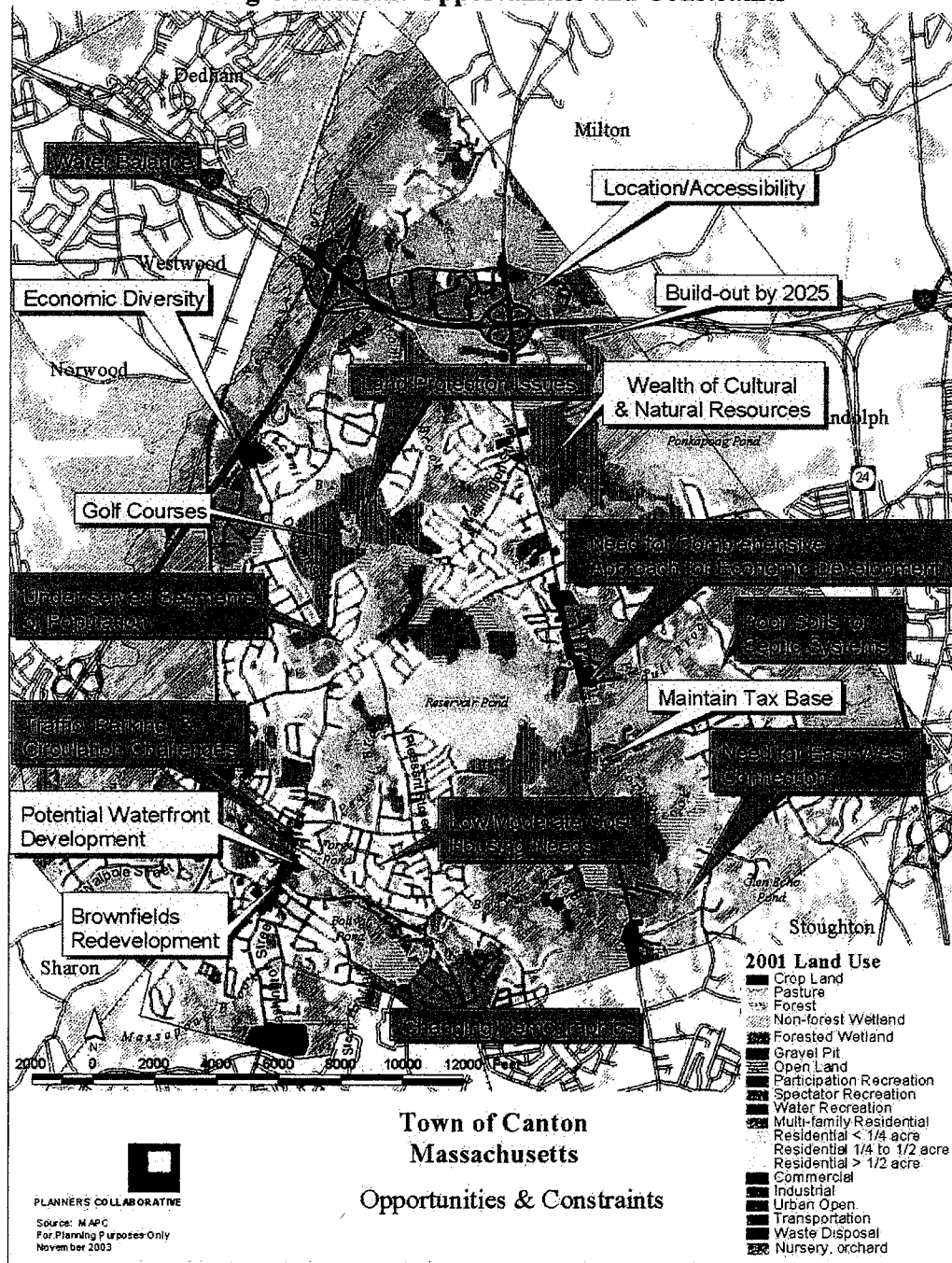
Ron Ruth, a partner in the firm of Sherin and Lodgen LLP, concentrates on environmental, real estate and land use law. He has been intensely involved in brownfield issues, in redevelopment of abandoned industrial operations into commercial developments, and with the complicated problems arising from the construction of projects undertaken on contaminated properties. His legal experience includes the following projects:

- Outside counsel regarding Brownfields, hazardous materials compliance and environmental compliance (and environmental insurance claims) to The Stop & Shop Supermarket Company (including Giant Food Supermarkets), which has over 500 locations throughout the Northeast and Mid-Atlantic
- Negotiated Prospective Purchase Agreement with Region 2 of Environmental Protection Agency with regard to Brownfield redevelopment of CERCLA site (former airplane manufacturing facility) on Long Island, New York
- Represented waste hauler during Environmental Protection Agency investigation and claim for reimbursement by EPA and other PRPs for remediation in connection with CERCLA site in Attleboro, Massachusetts
- Represented manufacturers of electronic equipment in connection with disposition of real estate in California, Texas and other states
- Represented condominium developer in connection with Brownfield site in Norwood, Massachusetts, including negotiation of settlement of CERCLA claims in Region 1 of the Environmental Protection Agency arising from former metal reclamation facility operations
- Represented major retailer in connection with environmental due diligence for acquisition of 180-store chain in South Carolina, Georgia, Florida, Alabama and Mississippi
- Represented environmental engineering company in connection with negotiation of environmental insurance policy to support a \$12 million fixed fee remediation project
- Represented numerous purchasers, sellers, landlords, and tenants in negotiation of environmental indemnities, purchase and sale agreements, lease provisions and environmental insurance policies as part of acquisition or disposition of real estate

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Existing Conditions: Opportunities and Constraints



Planners Collaborative, Inc.

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Sample Material #1: Town of Canton Master Plan - 1 of 4

❖ Overview of Proposed Plan

In contrast to the Build Out which assumes no proactive action on the part of the Town, the Master Plan proposes to guide and control growth in such a way so as to be consistent with the vision statement and goals and policies as developed by a broad cross-section of the Canton community.

The following is an abbreviated summary of the Plan; a much more detailed summary of the major recommendations by master plan element is provided in the beginning pages of each chapter of the plan as contained in this document. The plan summary is presented as follows:

Targeted Planning Areas

- Canton Center and Surrounding Areas
- Route 138 Corridor & Adjacent Areas

Neighborhood Nodes

- Route 138 at Stoughton line
- Foot of Blue Hills
- Cobbs Corner

Major Open Space Opportunities

- Golf Courses
- State-owned Lands
- Creation of an open space system

Redevelopment Opportunities

- Draper Mills
- Emerson Cummings

Public Facilities and Service Needs Implementation

❑ Targeted Planning Areas

Town Center

- The Economic Opportunity Overlay District in the Center encourages mixed-use development and a more vibrant and diverse mix of commercial activity with a larger number of people living near the center to support these. The proposed overlay district would be surrounded by a transitional residential zone of reduced density.
- The proposed Revere Street District recommends future reuse of the Plymouth Rubber site to create a unique mix of uses, community gathering space and increased access to the river. Uses should include small business incubator space artist studios and galleries, performance space, community gathering space and a farmer's market.

Sample Material #2: Town of Canton Master Plan - 2 of 4

Route 138 Area

- Consider modifying the existing Economic Opportunity Overlay District to allow an even broader mixture of uses. Permitting residential uses may encourage creative mixed-use redevelopment of some of these areas that includes work places, shopping, and residences in a village-like setting.
- The revised overlay district should also include provisions for frontage roads, sidewalks, and greenway corridors to encourage a pedestrian oriented area with minimal congestion; and it should include design review to assure that the development protects the historic and cultural heritage of Canton and encourages building alterations that are compatible with the existing environment and are of superior quality or appearance. Encourage commercial developers to mitigate impacts on the residential character of the corridor.

□ Neighborhood Nodes

- The plan also proposes supporting the development of three neighborhood nodes where mixed uses are encouraged and some commercial activity developed to serve surrounding neighborhood needs. In all cases, recommendations take into account the need to protect the center from competition thereby ensuring its continued role as town center.
- The Plan proposes three neighborhood mixed use nodes:
 - Foot of Blue Hills area
 - Cobbs Corner
 - Route 138 at Stoughton Line

□ Major Open Space Opportunities

The Town has a number of large parcels of open space that contribute to its character, provide active and passive recreation and are habitat for a number of wildlife species. These include: Neponset River Corridor, Mass. Audubon and Trustees of Reservation lands, six golf courses, Mass. Hospital School site, and Fowl Meadows. The Plans main recommendations regarding open space focus on the following:

- Protect golf courses from development
- Acquire access and use of large state-owned properties
- Develop a system of open spaces connected by trails and paths.
- Increase access to water, both visually and physically

□ Redevelopment Opportunities

It was determined that the three sites for which reuse is most feasible and desirable for the near future are three of the town's brownfields:

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- Emerson Cumings
- Draper Mills
- Plymouth Rubber

It is recommended that both of these be redeveloped for use as affordable housing and that an affordable assisted living facility be developed at the Draper Mills site.

□ **Public Facilities and Services Needs**

The town has recently undertaken major facility upgrade projects including a new school, library and police station. Additional public facility and services needs identified include the following:

- Senior center
- Teen center
- New maintenance facility for DPW
- New fire station
- Possible need for a new elementary school in the York Street area
- Water and sewer concerns

□ **Implementation**

Town Actions

In order to complete the vision of the plan the Town must undertake a series of actions. These fall under the following categories (and are itemized in the pages which follow):

- Zoning actions
- Other growth management tools
- Town management practices
- Master plan review and update
- Capital and Other Improvements
- Land Protection

The Summary Table on the pages that follow outlines the action steps needed to implement the plan, identifying who the responsible parties are and the recommended timing of the action.

11.4 Village Centers Plan Proposal

The build-out illustrates one alternative for Lynnfield's future development. The other alternative is to modify existing zoning and other land use regulations and make capital investments to achieve the town's desires to strengthen its village centers and maintain and enhance its New England Village feel. Drafting, adopting, and implementing new Village Zoning Districts will increase the viability and attractiveness of Lynnfield Center and South Lynnfield. It will encourage a diversity of businesses to be incorporated into these village centers. Additionally, these new districts will tend to decrease traffic because of the proximity of businesses to each other, the proximity of some residences to the businesses they use, and the existence of new or existing sidewalks and pathways, that could be extended throughout the town.

A focus on Lynnfield Center and South Lynnfield could help enhance the public role of Lynnfield Center and promote a greater diversity of activity and businesses in the town's two commercial areas. To help reduce traffic congestion the town should explore the development of a town-wide pathway system that will encourage pedestrian and bicycle movement between residential areas and the town's activity and shopping areas. In addition to reducing traffic congestion, walking, jogging, and biking have been identified as an important way to improve the health of children and adults. Lynnfield has numerous open space corridors (utility rights-of-way and abandoned railroads) that could serve as part of the basis for such a network of paths. Many of its existing open spaces have trails that could be included in such a network. Existing streets and sidewalks, as well as new sidewalks where they currently don't exist, would provide the remainder of this network.

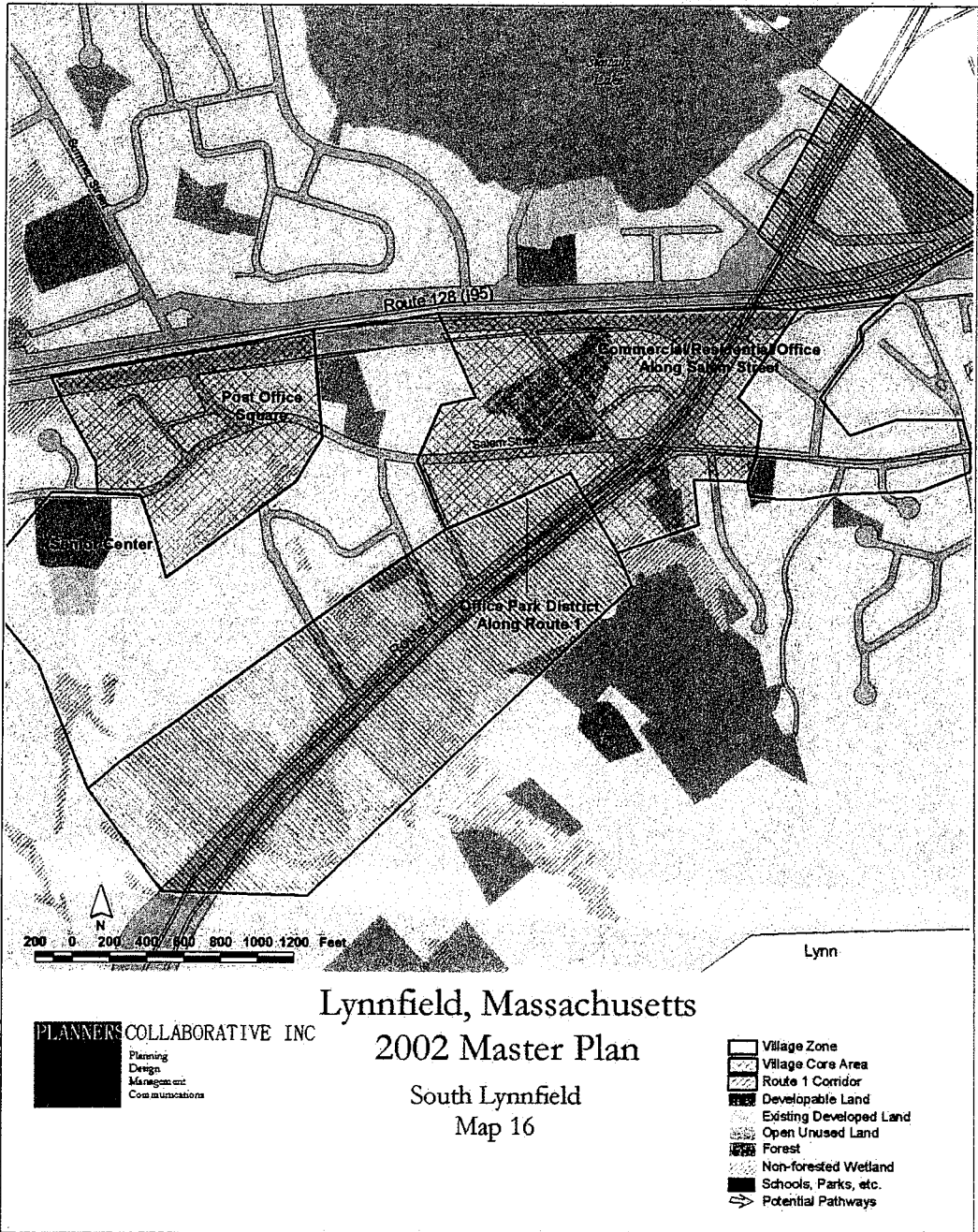
Enacting new zoning by-laws that further encourage open space will also help to preserve the semi-rural character of the town while allowing for growth of residential and commercial mixed-use developments, and will help to retain some undeveloped road frontage. These new zoning provisions can allow the town to maintain some of the important views, wetlands, and other natural resources. New zoning provisions also can have the capability of providing buffers between residential, commercial, and industrial uses in cases where this is desirable. For a more complete discussion of these provisions see the Implementation Section.

The Village Centers Plan Proposal recommends protecting the Sagamore Springs Golf Course and several other parcels of land along North Main Street from future development. The Town

could either acquire the development rights to these parcels through gift or purchase or it could encourage the sale and transfer of those rights to another parcel. See Implementation Section for more details.

The Plan also recommends new multi-family, affordable housing along Chestnut Street and a multi-use cluster development that could include recreation, residential, and office uses at the Colonial Golf Course. Other developable parcels throughout town would be developed under existing zoning provisions.

The Village Centers Plan Proposal illustrates these features and focuses on the Lynnfield's two villages—Lynnfield Center and South Lynnfield. Both of these village centers grew around railroad stations and were once the centers for commercial activity and public interactions. The following sections describe how each center can once again attain these central roles in the lives of town residents and enhance their individual characters.



Again pathways, sidewalks, and open space will enhance the area and encourage walking instead of driving for some trips. The churches and their parking lots offer an opportunity for some creative urban design. Trees and grass pavers could enhance the appearance of this area and make it a green oasis without significantly reducing the number of parking spaces. Also since many of these parking spaces are unused during much of the week they could be made available for off-street parking for local businesses. A pathway connection from South Lynnfield Village Center to some of the town's conservation areas like Bow Ridge and the Lynn Woods would add to the area's desirability and encourage recreation.

11.5 Comparison of Alternatives

The two alternatives presented above – the Parcel-based Build-out and the Village Centers Plan – have different requirements and impacts on the town. Some of those impacts are discussed in the following text and are represented in Table 42.

Table 42: Comparison of Alternatives 1 and 2

	Alternative 1: Build-out	Alternative 2: Village Centers
Land with New Permanent Conservation Restrictions	0	230 acres
New Age-Restricted Dwelling Units	0	104
New 2-bedroom Dwelling Units (rental)	NA	268
New 3-bedroom Dwelling Units (rental)	NA	268
New 3-bedroom (or more) Dwelling Units (market rate)	596	225
Total New Dwelling Units	596	865
Total New Residents	1,535	2,293
Total Lynnfield Population	13,074	13,835
Total New School Students	197	343
Additional Water Use	114,879 gal.	142,985 gal.
Municipal Solid Waste	755 tons	1,130 tons
Non-recycled Solid Waste	468 tons	701 tons
Additional Automobile Roundtrips	2,980	2,789

11.5.1 Total New Residents

The build-out alternative would result in 1,535 new residents resulting in a total population of 13,074 people while the Village Centers proposal would result in 2,293 new residents and a total town population of 13,835. This is a consequence of the fewer people per dwelling unit associated with the housing types in the

Executive Summary

Over the past thirty years, bicycle use has evolved from a mostly recreational activity to a logical mode of travel for an increasing number of people. Transportation planners and roadway engineers now take bicycling more seriously. This shift is reflected in MassHighway's 2006 landmark *Project Development and Design Guide*, which helped to transform the way all new projects are designed and to encourage projects that are sensitive to the local context while meeting the needs of all system users.

The Massachusetts Bicycle Transportation Plan (*Plan*), prepared by the Executive Office of Transportation and Public Works (EOTPW), continues to advance bicycle transportation by:

- Providing the most complete and current inventory available of existing on-road and off-road facilities (shared use paths), projects in the pipeline, and long-term facility proposals
- Recommending a 740-mile, seven-corridor Bay State Greenway (BSG) network consisting of on-road and off-road facilities bound by a single identity and including on-road routes that parallel shared use paths
- Providing an implementation strategy aimed at launching the BSG initially as mostly an on-road system, geared to both utilitarian and recreational travel, and complemented by a long-term investment strategy
- Recommending other programmatic enhancements and interagency initiatives

In accordance with Governor Deval Patrick's Sustainable Development principles, the *Plan* addresses a number of important transportation, economic development, public health, and recreation needs by creating the groundwork for implementation of the BSG.

Establishing the BSG is motivated by a number of factors, including the Commonwealth's inherently bicycle-friendly nature, the need for more bicycle routes and more coordinated information on them, projected economic benefits, and the ability to implement the BSG incrementally.

Deploying the BSG with both on- and off-road facilities makes sense. Massachusetts is already an attractive state for bicycle riding, featuring many two-lane roadways, varied and highly picturesque landscapes, and appealing urban settings. In fact, a series of commercially available bicycle maps published for use in Massachusetts feature over 4,700 miles of roads with the designation of "recommended bicycle route on roadway."

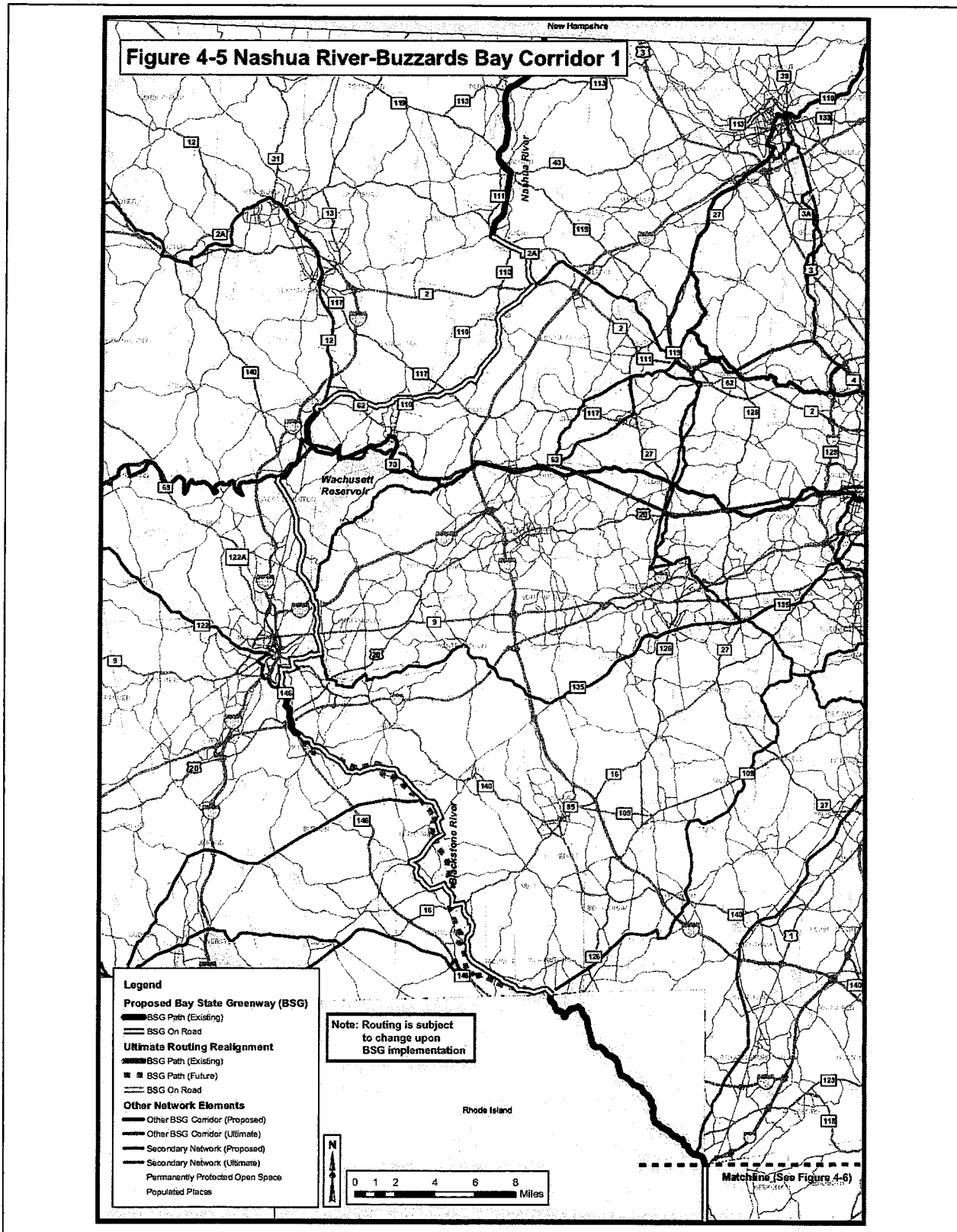
Several factors shaped the BSG's seven corridors. These include the state legislature's directive to establish at least three north/south and two east/west routes; the desire to capitalize on prior bicycle facility investments; and the goal to connect and serve major population and activity centers. A secondary network is also proposed to supplement the BSG.

Other *Plan* recommendations include:

- Better identify state roads and bridges where bicycles are legally permitted but do not accommodate bicycles today
- Use Federal Congestion Mitigation Air Quality (CMAQ) funds and other sources to expand ancillary bicycle programs such as "Share the Road" signs, bicycle parking facilities, and regional and local bicycle planning
- Develop bicycle tourist publications through the Massachusetts Office of Travel and Tourism (MOTT)
- Improve safety through education and enforcement initiatives and facility performance measurement
- Further quantify the benefits of investments in projects and programs that improve bicycling conditions

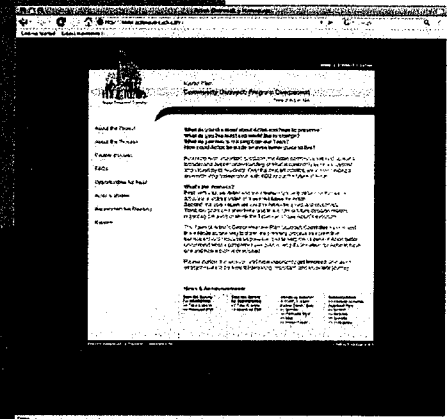
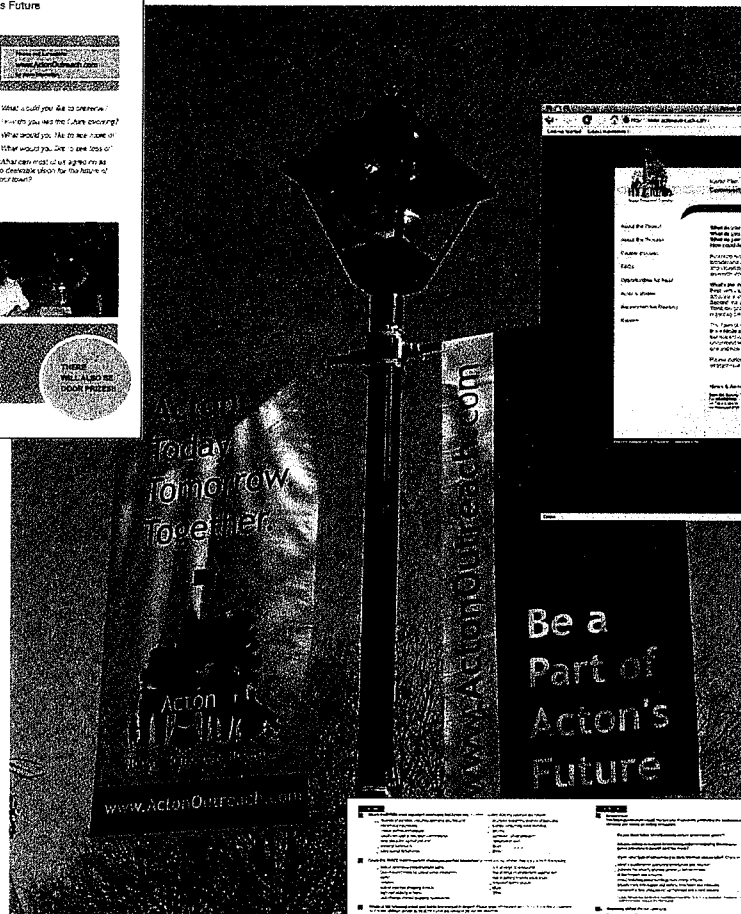
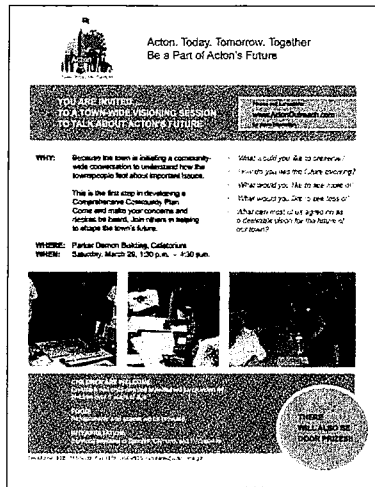
The appeal of the proposed BSG is that implementation can begin immediately with very little initial investment. Realizing the vision of the ultimate BSG, which includes more than 500 miles of shared use paths, will require dedication, support, and commitment, as well as capital and operational investments in facilities and programs over many years. Partnerships among state agencies, regions, and municipalities will be critical to the success of the BSG, as will the involvement of non-profit groups and the private sector.

Sample Material #9: EOT Bike Plan - 1 of 2



Sample Material #10: EOT Bike Plan - 2 of 2

Acton Outreach - Comprehensive Community Plan, Phase 1 Town of Acton, MA



"I am writing to tell you how pleased I am with the work so far of Planners Collaborative. Daphne and Jim have been doing a great job and we are receiving wonderful feedback from the community."

- Lauren Rosenzweig, Acton Selectman

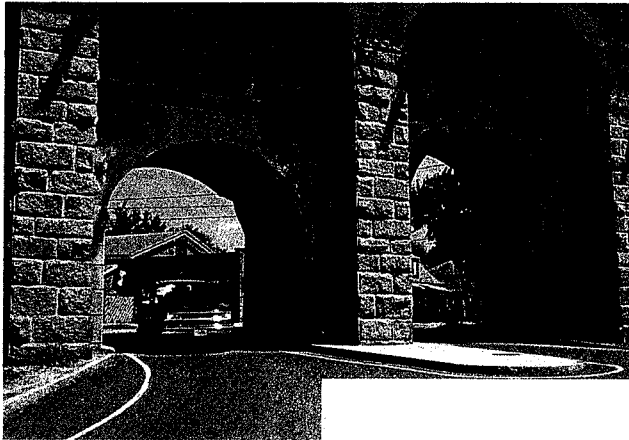
Session Details		Registration Information	
Session Date:	Wednesday, March 26, 2008	Registration Fee:	\$0.00
Session Time:	7:00 p.m. - 9:30 p.m.	Registration Link:	Click here to register
Session Location:	Parker-Denon Building, Acton, MA	Registration Status:	Not Registered
Session Topic:	Acton's Future: A Visioning Session	Registration Deadline:	March 24, 2008
Session Description:	Join us for a night of community visioning and discussion. We will be talking about Acton's future and what we want for the town. This is a great opportunity for you to share your ideas and help shape the future of Acton.		
Session Agenda:	<ul style="list-style-type: none"> 7:00 p.m. - 7:30 p.m. Registration and Sign-in 7:30 p.m. - 8:00 p.m. Welcome and Introduction 8:00 p.m. - 8:30 p.m. Presentation: Acton's Future 8:30 p.m. - 9:30 p.m. Open House and Discussion 		
Session Contact:	Daphne and Jim Planners Collaborative Phone: 978-261-1234 Email: info@plannerscollaborative.com		

The Town of Acton, a 20,000-resident suburban community northwest of Boston, is embarking on a new comprehensive master plan project to set policies, directions, and strategies through the next decade for land use, infrastructure, capital outlays, and municipal service priorities. At the beginning of the project is an extensive and unprecedented public outreach campaign headed by Planners Collaborative.

Change for Good™

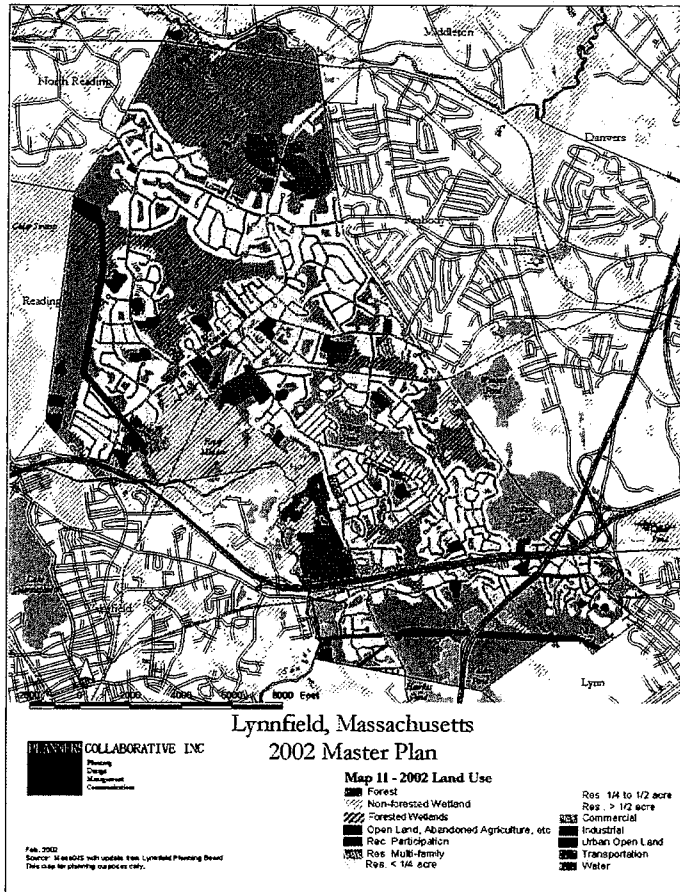
Municipal Master Plan

Town of Canton, MA



Continuing from the Phase 1 visioning process, Planners Collaborative prepared a master plan for the Town of Canton, MA. Planners Collaborative employed its vast experience in town planning to outline several large improvements to the town. In order to produce a master plan that had promise, Planners Collaborative had to engage the community and get first-hand information on problems that needed to be tackled as well as attain feedback on any changes proposed by the planning firm. Planners Collaborative orchestrated four very successful public meetings that effectively shaped the town's master plan. Problems were raised and ideas were shared in an open forum of communication between the planners and the residents of Canton.

Lynnfield Master Plan Town of Lynnfield, MA



"You have presented us with a fresh approach to problems that seem to be descending on Eastern Massachusetts towns at an alarming rate. Your anticipation of these problems helped us greatly to foresee how to turn what may initially be perceived as problems into opportunities. The possibilities and solutions present in your report forewarned and informed townspeople as even now the realities are coming before us."

– Richard O'Neil, Chairman
Lynnfield Planning Board

Building on an earlier public participation process defining the town's goals and objectives, Planners Collaborative prepared a comprehensive master plan for the Town of Lynnfield, MA. Lynnfield had some specific issues with regards to the future of its development. First, Lynnfield is a town with very little remaining vacant developable land. Second, it is a town that wants to achieve a better balance in its property tax base. Third, Lynnfield has relatively large areas devoted to open space, some of which are important wildlife "core habitat" resource areas. Taking these specific concerns to mind along with other planning issues, Planners Collaborative created a complete plan for the development of Lynnfield, detailing the means and tactics to achieving sustainable development in the years to come.

Change for Good

Town Master Plan

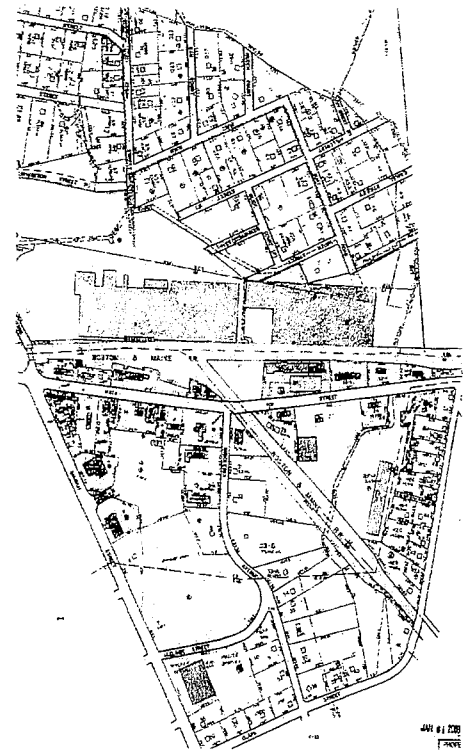
Town of Wilmington, MA



Avalon Oaks Mixed-Income Housing Development

"On behalf of the Town of Wilmington, I would like to thank Planners Collaborative for excellent services the firm provided the Town in the areas of goal-setting, technical analysis, and preparation of our Master Plan and related Growth Management Plan for the Upper Ipswich River Watershed. Your staff performed admirably throughout this challenging process. You engaged the community with vitality, sincerity, and resourcefulness. I am confident your firm's efforts will help Wilmington and the other towns in the region to come to grips with our most pressing growth problems in a systematic and equitable manner."

*- Lynn Duncan, Director of Planning
Town of Wilmington*

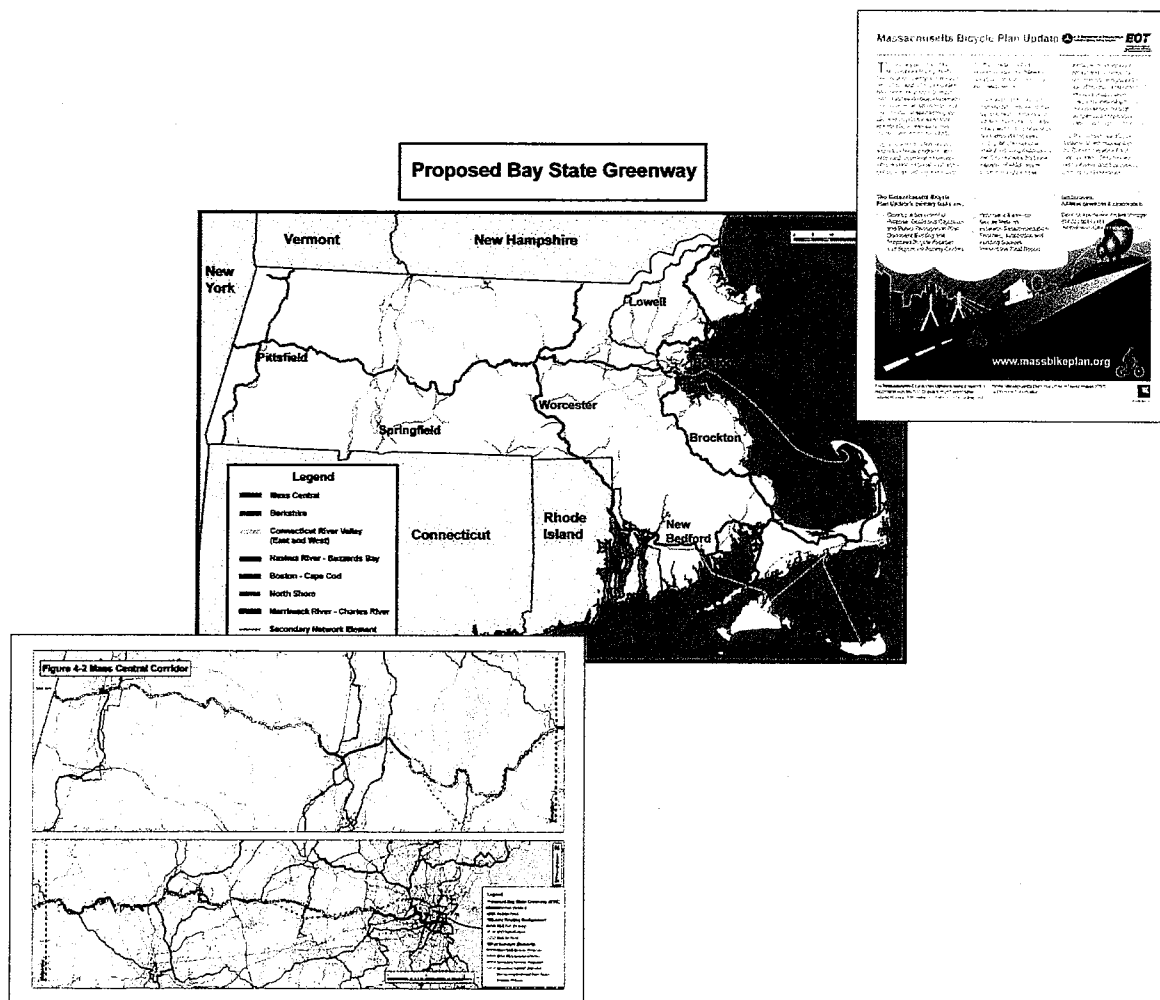


*Land Use Scheme For
Wilmington Center*

Planners Collaborative worked with the Town of Wilmington to prepare a new master plan for the town. Under the direction of the town planner and a 24-person Master Plan Committee, Planners Collaborative identified goals and objectives, conducted research and analysis, and prepared plan recommendations. The development of goals and objectives was based on the results of a visioning workshop, organized and facilitated by Planners Collaborative, at which almost 100 Wilmington residents identified important values and issues of

2007 Massachusetts Bicycle Transportation Plan

Massachusetts Executive Office of Transportation



The 2007 Massachusetts Bicycle Transportation Plan (Plan), prepared by the Collaborative for the Executive Office of Transportation and Public Works (EOTPW), continues to advance bicycle transportation. The work on the Plan featured extensive mapping analysis, geographic information system (GIS) database development, public outreach, a project website, and interagency coordination through the Massachusetts Bicycle and Pedestrian Advisory Board (MABPAB).

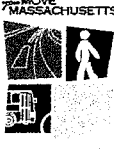
Reading Mixed Use Development

Town of Reading, MA



Turning a former landfill into a place that is a major job and income generator takes three things: good engineering, public support, and a dynamic and realistic planning bylaw for attracting businesses. Planners Collaborative co-authored such a plan for the Town of Reading, MA. Where previously existed a 34-acre landfill, today stands a major mixed-use development. The development exists due to a Planned Unit Development (PUD) zoning bylaw approved at Town Meeting following a three month public participation process.

Strategic Transportation Plan Massachusetts Executive Office of Transportation



PUBLIC WORKSHOPS THIS FALL

This fall, the Executive Office of Transportation is kicking off a civic outreach effort to talk to Massachusetts residents about their experiences using the transportation system.

What are the major problems that you encounter? **How do you get...**

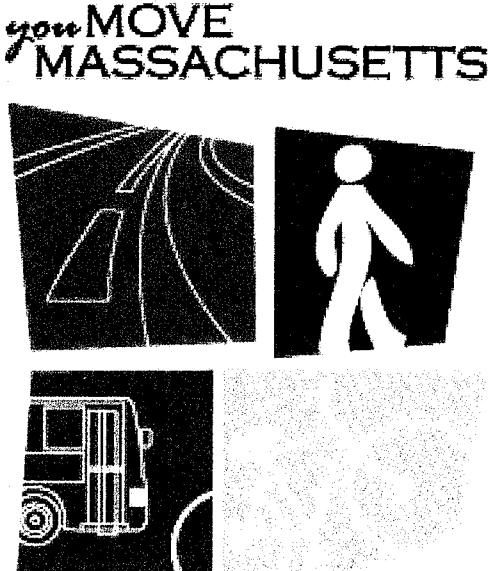
Tell us what you observe every day as you move around on the roads, rails, and trails of our state. Come to one of the public workshops listed below and help us to make our transportation system better for everyone.

Workshop Schedule

Boston	Wednesday	09/17/08	3:00 PM	Boston Public Library Main Branch
Chelsea	Monday	09/22/08	6:00 PM	Malden Public Library
Barnstable	Tuesday	09/23/08	6:00 PM	Hyannis Intermodal Center
Worcester	Wednesday	09/24/08	6:00 PM	Worcester City Hall
North Adams	Thursday	10/02/08	6:00 PM	North Adams City Hall
Wilmington	Monday	10/06/08	6:00 PM	Wilmington Public Library
Braintree	Tuesday	10/07/08	6:00 PM	Thayer Public Library
Woburn	Tuesday	10/14/08	6:00 PM	Woburn City Hall
Malden	Wednesday	10/15/08	6:00 PM	Malden Public Library
Chelsea	Monday	10/20/08	6:00 PM	Chelsea Public Library

Information
Kate Patrick, Project Manager
Office of Transportation Planning
Executive Office of Transportation
Ten Park Plaza, Room 4150
Boston, MA 02116
617.291.7342
kath@eot.state.ma.us

Please check www.youmovemassachusetts.org for updates and information on how to participate in this exciting effort.



you MOVE MASSACHUSETTS

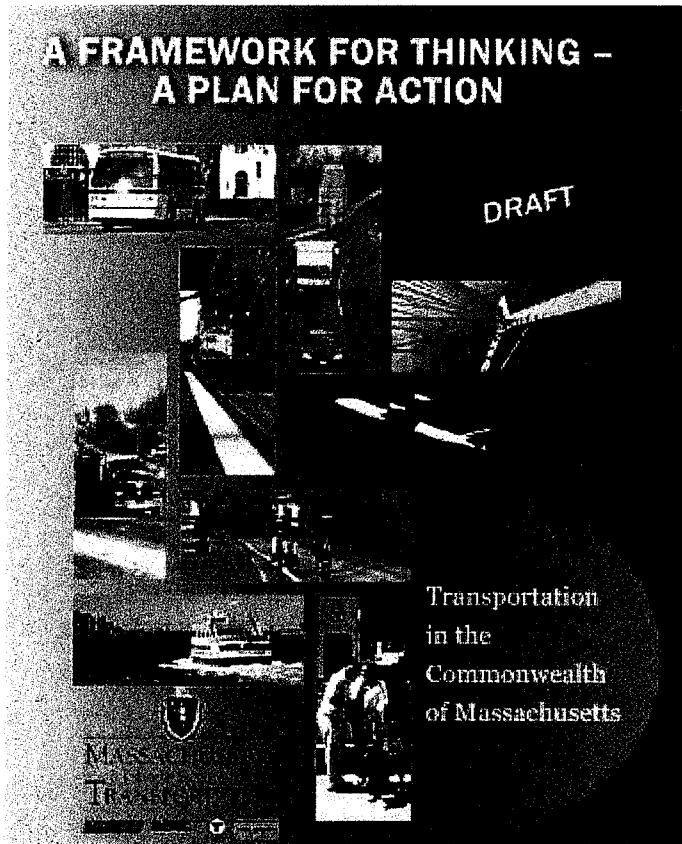
E envision. Engage. Enable.

The 2008 Commonwealth of Massachusetts Strategic Transportation Plan is a critical undertaking to ensure that transportation investments made over the next generation keep the state literally and figuratively moving. Planners Collaborative was hired by the Massachusetts Executive Office of Transportation (EOT) to lead the Plan's public outreach. Our strategy consists of both a broad vision and a diversity of participation. As with all planning efforts, maximizing the number of stakeholders involved at early stages results in a better product and an inclusive process. Planners Collaborative is branding the process through logo design, developing an interactive mapping tool on a project website, organizing a contact database, hosting a series of meetings, workshops, and roundtables, and documenting the process in a final report.

Change for Good

Massachusetts Statewide Transportation Plan

Massachusetts Executive Office of Transportation and Public Works



In early 2005 the Massachusetts Executive Office of Transportation (EOT) initiated preparation of a 20-year, long-range transportation plan. Focused on providing safe and efficient movement of people and goods, and improving the economy. Planners Collaborative provided technical, public outreach, and logistical support to the development of the Long-Range Plan. This project involved extensive interaction on transportation policy issues with a wide variety of local, regional, and federal government transportation officials; advocacy and interest, the general public; and the media. Planners Collaborative played a lead role in the collection more than 1,400 individual comments, the prioritization of comments, the translation of comments into improvements in the state plan, and writing and editing of the 400-page plan.

Safe Routes To School Program (SRTS)

Massachusetts Executive Office of Transportation



Forest Street, Waltham before SRTS



North East Elementary School, Waltham



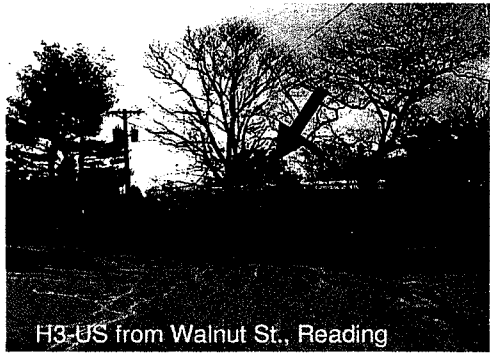
Forest Street, Waltham after proposed SRTS

The Safe Routes to School (SRTS) program addresses childhood health and obesity as well as environmental issues by promoting walking and biking to school. The federal program helps local municipalities build safe walking and biking paths near schools and provides school curriculum and activities to promote walking and biking as a lifelong habit. As a sub-consultant to TEC, Planners Collaborative is assisting the Massachusetts Executive Office of Transportation (EOT) in organizing and implementing the program in Massachusetts. Our responsibilities include meeting with schools, conducting site assessments, developing and documenting improvement alternatives, as well as managing public outreach and measuring success of implemented projects.

Change for Good™

I-93/I-95 Interchange Study

Massachusetts Executive Office of Transportation



H3-US from Walnut St., Reading

Before-and-after images using a computer model to visualize the impacts of highway structures as seen from neighborhoods in Woburn (left) and Reading (right). Impacts are minimal due to efforts to reduce highway structures.

While at the Louis Berger Group, Jim Purdy was Project Manager for this planning study of transportation improvements in the area surrounding the Route 128/I-93 interchange in Woburn, Reading, and Stoneham. The project was a “back-to-the-drawing-board” effort of community-sensitive solutions following the termination of a previous MassHighway engineering study in the face of overwhelming community opposition. The new study involved intensive community involvement efforts including over forty meetings with a Task Force to develop acceptable transportation solutions that protected the three residential neighborhoods immediately bordering the existing interchange.

H. References

H. References

Acton Comprehensive Community Plan – Public Outreach - Phase 1	
Brief Description	<p>The Town of Acton, a 20,000-resident suburban community northwest of Boston, embarked on a new comprehensive master plan project to set policies, directions, and strategies through the next decade for land use, infrastructure, capital outlays, and municipal service priorities. Planners Collaborative was the lead consultant for an extensive and unprecedented public outreach campaign.</p> <p>The team brought experience in all aspects of grassroots outreach, communication, community participation campaigns, marketing, polling, and opinion gathering and to serve the Town in this outreach effort with sensitivity, skill, and expertise. Planners Collaborative has a thorough understanding of the structure and functions of local town government in Massachusetts, of the challenges it faces, and of the fundamentals of municipal planning and land use regulations in the Massachusetts context.</p> <p>The aim of the project was to reach beyond the usual participants, but rather to reach every Acton resident and business owner and actively engage them in the planning process. This process involved a branded public awareness campaign using flyers, banners, pole banners, a website, announcements in newspapers and on cable local-access TV.</p> <p>Surveys to residents and businesses were conducted by phone, online, and by a mass mailer to every household and business in Acton.</p> <p>Two visioning sessions, with four translated languages available, were held in the Spring of 2008. In addition, a series of smaller meetings were held with senior, minority and business groups.</p> <p>At the conclusion of the project, all information received from the visioning sessions, surveys, and small meetings was gathered and synthesized into a well-organized and succinct report that can be easily understood by the general citizenry.</p>
Responsibilities	Public Outreach
Project Manager	Daphne Politis (as Planners Collaborative Employee)
Level of Compensation	\$116,480
Project Outcome	The Plan has been completed.
Reference	
Name	Roland Bartl
Title	Town Planner
Telephone	978-264-9636; rbartl@acton-ma.gov (email)
Project Relationship	Project Manager for the Town of Acton

I-93/I-95 Interchange Transportation Study*	
Brief Description	<p>While at the Louis Berger Group, Jim Purdy was Project Manager for this planning study of transportation improvements in the area surrounding the Route 128/I-93 interchange in Woburn, Reading, and Stoneham. The project was a “back-to-the- drawing-board” effort in community-sensitive solutions following the termination of a previous MassHighway engineering study in the face of overwhelming community opposition. The new study involved intensive community involvement efforts including over forty meetings with a Task Force to develop acceptable transportation solutions that protected the three residential neighborhoods immediately bordering the existing interchange.</p> <p>The community process led to an effective consensus on a package of solutions that included highway modifications within the existing right-of-way, noise barriers to reduce existing noise impacts, as well as transit and Transportation Demand Management measures to reduce traffic volumes in the project area. In addition to the goals of improving safety and traffic operations, the study emphasized land use and economic development, and minimizing fiscal, community, and environmental impacts.</p> <p>The wider public was informed throughout the study by a continuously updated website (www.9395info.com), project newsletters, and three open houses followed by public meetings, as well as the local press and community access TV. The project was documented in a readable full-color report (also available from the website) with photographs, computer visualizations, maps, and drawings.</p>
Responsibilities	<p>Project management Land Use/Community Impacts Transportation Planning Community Outreach</p>
Project Manager	Jim Purdy
Level of Compensation	\$500,000
Project Outcome	The Study has been completed, and the consensus alternatives have advanced to the environmental impact report phase.
* Project performed by team staff under firm affiliation different than Planners Collaborative.	
Reference	
Name	Bob Frey
Title	State Transportation Planning Manager
Telephone	617-973-7449; bob.frey@state.ma.us (e-mail)
Project Relationship	Project Manager for the Massachusetts Executive Office of Transportation Planning Office

Master Plan for Town of Tyngsborough, MA*	
Brief Description	Team members Brian Barber and Daphne Politis prepared a Vision Statement through an open participatory process that expresses the desires of Tyngsborough residents about future development of their Town. The Master Plan elaborates upon this vision in terms of the goals and objectives embedded in the Vision Statement, and the actions that should be taken to realize the vision. The Master Plan contains information about each of the topics important for future development, an analysis of that information, and recommendations for future actions to achieve the vision.
Responsibilities	In addition to developing the master plan, team responsibilities included creating a public participation plan and implementing it. Innovative methods such as including youth involvement, holding a public meeting at a craft fair, and creating a cable TV “show” were employed. Also developed public facilities and services component.
Project Manager	Brian Barber, Project Manager (as employee of Community Preservation Associates of Arlington); Daphne Politis, Deputy Project Manager
Level of Compensation	\$90,000
Project Outcome	The plan has been completed
* Project performed by team staff under firm affiliation different than Planners Collaborative.	
Reference	
Name	Jacqueline Schnackertz
Title	Board of Selectman
Telephone	978-649-2300; tojackies@yahoo.com (e-mail)
Project Relationship	Steering Committee member

Master Plan for Somerset, MA*	
Brief Description	<p>Somerset has a total area of 11.98, with a total land area of 8.11 square miles. The Town has a long, narrow profile along the Taunton River, with much of its land along the water, but with very little of this waterfront property utilized in an active way. Somerset's 2000 population of 18,234 was still 2.0% below the peak reached in 1980. The Town has a large portion of residents with Portuguese ancestry. Historically, Portuguese immigrants were a key part of the development of the fishing and shipbuilding industries in Fall River and New Bedford and their descendants have settled throughout the region. In 2000, approximately 11% of the population reported speaking Portuguese or Portuguese Creole at home.</p> <p>Land use trends in Somerset reflect the steady growth and urbanization of the Town. Several large industrial parcels with a potential to change use provide opportunities for future reuse. The town's waterfront provides untapped potential for recreation as well as housing and perhaps some commercial uses, such as restaurants. The town, while small, has very distinct areas, each with its own challenges and opportunities. For this reason we organized the Master Plan recommendations by planning area. The Master Plan process included public participation and visioning workshops, an inventory and analysis of existing conditions, documentation of the assets and liabilities, recommended strategies, and an action plan.</p>
Responsibilities	Team member Daphne Politis was a member of a two-person team responsible for developing the master plan. She was specifically responsible for public participation program.
Project Manager	Rick Taintor, Project Manager (Taintor and Associates); Daphne Politis, Deputy Project Manager
Level of Compensation	\$125,000 (total budget)
Project Outcome	Plan is complete.
* Project performed by team staff under firm affiliation different than Planners Collaborative.	
Reference	
Name	John McAuliffe
Title	Town Manager
Telephone	508-646-2800; jmcauliffe@wareham.ma.us (e-mail)
Project Relationship	Key staff member overseeing plan completion

Master Plan for Fall River, MA *	
Brief Description	Team members Brian Barber and Daphne Politis gained community input on a collective vision for the city's progress through a series of public forums. The forums looked at what the city could be and other communities it could be modeled after. Responses were summarized and publicized on the city's website. The team was also charged with meeting blue-print requirements for state master plan approval. The categories included housing, economic development, transportation, open space/recreation and historic/environmental resources.
Responsibilities	Developed public participation plan and public facilities and services master plan components.
Project Manager	Brian Barber, Project Manager (as employee of Community Preservation Associates of Arlington); Daphne Politis, Deputy Project Manager
Level of Compensation	\$125,000
Project Outcome	The plan will be completed by January 2009.
* Project performed by team staff under firm affiliation different than Planners Collaborative.	
Reference	
Name	Jim Hartnett
Title	Director of Planning
Telephone	508-324-2561; jhartnett@fallriverma.org (e-mail)
Project Relationship	Key staff member overseeing completion of plan

I. Competing Commitments

I. Competing Commitments

Planners Collaborative will provide timely and adequate staffing attention to the Town of Acton's Comprehensive Community Plan, Phase 2 – Building the Plan. The levels of Planners Collaborative staff's current project obligations should not interfere with the performance of the Acton project's requirements. The Acton project will be given priority by Planners Collaborative manager Jim Purdy and deputy manager Daphne Politis. With Jim's active involvement in both the project and the management of the firm, Jim can monitor and proactively make necessary staffing adjustments. Any potentially interfering outside project workload can be shifted to other Planners Collaborative personnel to assure project performance on the Acton Comprehensive Community Plan. Should any specialized project requirements arise during the course of the project, Planners Collaborative has other qualified personnel and a consultant pool from which to draw.

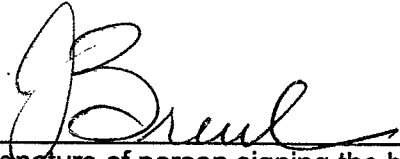
Staff Member	Ongoing Project Commitments	Project Status
PLANNERS COLLABORATIVE		
Jim Purdy	Acton Master Plan – Phase 1	Remaining commitment limited to participation in report revisions
	FTA ADA Station and Service Reviews	300 hours remaining commitment – through 2009
	MA EOT Transportation Plan Outreach	40 hours remaining commitment – Sept and Oct 2008 Intermittent participation of similar magnitude through 2009
Brian Barber	Fall River, MA Master Plan	56 hours remaining commitment over 6 months
	Amherst, NH Master Plan	48 hours remaining commitment over 2 months
Nicole Buxton	Acton Master Plan – Phase 1	Nicole will graphically format the Acton Phase 1 Outreach Final Report. This should be completed by October 2008.
	MA EOT Transportation Plan Outreach	Nicole will have ongoing design duties for an outreach project with the Massachusetts Executive Office of Transportation. The project should occupy less than 15% of Nicole's time.
	General Marketing Duties	Nicole's marketing duties are ongoing and can be shifted to accommodate Acton project deadlines.
Bill Giezantanner	Fall River, MA Master Plan	74 hours remaining commitment over 6 months
Bill Schwartz	MA EOT Transportation Plan Outreach	Bill is supporting this effort on outreach tasks and is also Principal-in-Charge. The project will last through December 2009 and will require approximately 25% of Bill's time.
	MA EOT Safe Routes to School Infrastructure	Bill is Planning Task Manager for this effort as a sub consultant to another firm. He will be working on this project intermittently over the next 18 months. It will require approximately 15% of Bill's time.
David Walsh	MBTA Alewife Bike Racks	10% of time for the next two months
	Lawrence Mill Projects	40% of time for the next six months
	Steven Pond Trailway	15% of time for the next eight month

Staff Member	Ongoing Project Commitments	Project Status
COMMUNITY CIRCLE		
Daphne Politis	Acton Master Plan – Phase 1	16 hours remaining commitment over 2 months
	Fall River, MA Master Plan	10 hours remaining commitment over 6 months
	Amherst, NH Master Plan	16 hours remaining commitment over 2 months
	Keene, NH Master Plan	50 hours remaining commitment over 4 months
	Holyoke Transportation Planning project	60 hours remaining commitment over 12 months
	MA EOT Transportation Plan Outreach	Pre-10/20/08, the project will occupy about 25% of Daphne's time; post-10/20 commitment drops to around 15%.
GROUX AND ASSOCIATES		
Tom Groux	Hingham Town Manager Search	10 hours per week, or about 20% of Tom's time, through November 2008.
SHERIN and LODGEN LLP		
Ron Ruth	Fall River, MA Master Plan	38 hours remaining commitment over 6 months
MARTHA LYON LANDSCAPE ARCHITECTURE LLC		
Martha Lyon	Fall River, MA Master Plan	36 hours remaining commitment over 6 months
	Amherst, NH Master Plan	19 hours remaining commitment over 2 months
	Union Cemetery, Georgetown, MA Preservation Plan	24 hours remaining commitment over 6 months
	Bellamy-Ferriday House, Bethlehem, CT Landscape Plan	12 hours remaining commitment over 2 months
	Emily Dickinson Museum, Amherst, MA Cultural Landscape Report (CLR)	100 hours remaining commitment over 12 months
	Greenwich, CT Parks Cultural Landscape Report (CLR)	200 hours remaining commitment over 12 months
	Seaside Park, Marblehead, MA National Register (NR) Nomination	80 hours remaining commitment over 12 months
	Provincetown Public Library, Provincetown, MA Landscape Restoration	90 hours remaining commitment over 12 months
	Brookfield Cemetery Gate, Brookfield, MA Restoration	50 hours remaining commitment over 12 months

J. Certificates

CERTIFICATE OF NON-COLLUSION

The undersigned hereby certifies under the penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certificate, the word person shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.



Signature of person signing the bid or proposal

Planners Collaborative, Inc.

Name of business

CERTIFICATE OF TAX COMPLIANCE

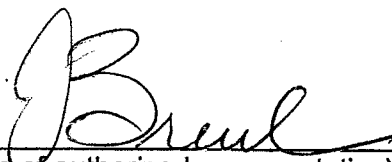
Pursuant to Ch.62C, S.49A (b) of the Massachusetts General Laws, I,

Joseph Brevard, authorized signatory for
(name)

Planners Collaborative, Inc., do hereby certify under the pains and penalties
(name of Consultant)

of perjury that said contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes.

Consultant

By: 

(Signature of authorized representative)

President

(Title)

9-5-08

(Date)

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